Her Majesty's Inspectorate of Constabulary

Baseline Assessment
Staffordshire Police

October 2005

Contents

Introduction to Baseline Assessment

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

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

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

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

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

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

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

affected are Criminal Justice (absence of COMPASS data on file quality, etc) and Fairness and Equality, where information on stop and search activity is not available. In these cases, the most up-to-date information available is used.

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

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

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

The Future Development and Application of Baseline Assessment

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

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

Conclusion

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

The following forces have been identified as being most similar to Staffordshire in terms of demography, policing environment and other socio-economic factors: Cambridgeshire, Cheshire, Derbyshire, Hampshire, Leicestershire, Northamptonshire and Warwickshire. When making comparisons in this report, the average performance in this group, known as the MSF group, will be used.

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

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

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

Force Overview and Context

Staffordshire is a medium-sized shire county located in the heart of the country, covering an area of 1,048 square miles. It has a population of 1,047,380 and 431,430 households. The county is a mix of both urban and rural areas. The main centres are around the city of Stoke-on-Trent, and major towns of Newcastle under Lyme, Stafford, Burton upon Trent, Tamworth and Cannock. The economy of the area is diverse and includes engineering, ceramics, food and drink, agriculture, tourism and automotive components industries. The average earnings of the region are significantly lower than the national average, as is the average house price. The percentage of the black and minority ethnic (BME) population is lower than the national average, with the majority being located in Stoke-on-Trent and Burton upon Trent. There are also a significant number of asylum seekers located within Stoke and the number is expected to rise.

Force headquarters (HQ) is located in Stafford. It is here that the chief officer group is located and led by the Chief Constable, John Giffard. The deputy chief constable (DCC) David Swift has responsibility for performance and corporate development, best value, technology services and professional standards. Assistant chief constable (ACC) Adrian Lee has the portfolio for territorial policing and assistant chief constable Suzette Davenport has recently been appointed as the ACC (operations). The director of resources, Graham Liddiard is responsible for organisational support, which includes human resource (HR), financial services and support services. On 31 March 2005, the force comprised of 2,298 police officers, 1,326 police staff, 409 special constables and 57 police community support officers (PCSOs). For 2004/05, the police authority set a budget of £157.082 million, which was a 5.7% (£8.5 million) increase over the previous year. This budget required a precept increase of 9.4%.

Policing in Staffordshire is structured around four operational divisions: Chase, North Staffordshire, Stoke-on-Trent and Trent Valley. Each has its own command team, headed by a divisional commander of chief superintendent rank. Within each division are local police units (LPUs) headed by an inspector. This locally based style gives officers ownership of local problems and issues, fostering and encouraging strong ties with the community.

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

1   Citizen Focus (Domain A)

The force has a good structure in place to support its commitment to equality of service, and the work to ensure full disabled access to all police authority buildings is progressing well. The force and authority clearly demonstrate their willingness to engage with, and consult their communities, and use the results to influence local policing. The force has taken, and is continuing to take, all opportunities to extend contact points with the public. It has a strategic approach to customer service from the first point of contact to the final resolution, as well as to how customer satisfaction is measured.

1A   Fairness and Equality

Good

Strengths

- During 2004/05, the percentage of victims of racist incidents (for BME and white groups) satisfied with the overall service was higher than both the MSF and the national average. The difference between satisfaction rates was also lower than the national average.

- During 2004/05, the percentage of racially or religiously aggravated offences detected improved from the previous year and is in line with the MSF average and higher than the national average.

- During 2004/05, the percentage of violence against the person offences detected for victims from both white and BME groups was higher than the MSF average and the national average.

- There is a good structure in place to ensure that equality of service is mainstreamed and monitored, including the race equality scheme and recent national reports. This includes the Chief Constable's taskforce (that links to the police authority diversity working group) and the monthly force diversity steering group (chaired by an ACC). Divisional diversity panels monitor all key quality of service performance.

- There is a good use of equality of service performance indicators to monitor the force's service delivery to diverse sections of the community.

- Following the national Commission for Racial Equality (CRE) report on the quality of the force's race equality schemes, the force has developed its own scheme and action plan for 2005–08.

- A force independent advisory group (IAG) has been established and a list of advisers is available on the force intranet. Group members represent most strands of diversity, and have been used in responding to critical incidents with community impact. In addition, there is a list of minority community contacts (not formally part of the IAG). The force is currently undergoing a selection and training process to develop the existing force IAG and to improve their capacity to advise and guide on policy development.

- The work to ensure full access to all police authority buildings is progressing well with all external work completed.

- Each division has a race audit action plan and there is evidence that these are continually being reviewed.

- The existing programme of race and diversity training has delivered appropriate training to all staff including specialists. Staff report the training has addressed attitudes and behaviour as well as legislative knowledge. A new programme is being developed.

Areas for Improvement

- For 2004/05, the difference in the detection rates for violence against the person offences for victims from BME groups and white groups was greater than the MSF and national averages.

- Following the national CRE report on race equality scheme compliance, the force has identified a need to improve the completion of impact assessments.

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

Strengths

- There are over 300 police officers engaged on LPU neighbourhood policing, using problem-solving techniques and community engagement. The system covers every ward of Staffordshire with named, visible and accessible beat officers; all managed by sergeants and the LPU inspectors. The *Safer Staffordshire* newspaper is distributed to all households. The paper names all beat officers and gives their contact details, and includes good news stories from the beat areas.

- Formal engagement plans are designed to take account of the make-up and needs of communities. In planning consultation or engagement activity, attempts are made to identify the most acceptable methods and/or venues to meet the convenience, comfort and confidence of participants, eg facilitated meetings with people suffering from mental health problems in support centres.

- The force has created the post of force consultation co-ordinator. This post was introduced not only to bring together existing strands of consultation, but also to continue the development of a strategic framework for community engagement.

- Since 2003, the Chief Constable has made quality of service and community engagement central to his key messages to the force. Force and basic command unit (BCU) plans now include clear objectives to develop effective community engagement and improve quality of service in response to community needs. Performance against these objectives is monitored by monthly HQ/BCU commanders meetings, performance monitoring groups and police authority scrutiny committees.

- The national reassurance pilot project, being piloted in one BCU, has begun the process of neighbourhood audits, with environmental visual audits, stakeholder profiles and demographic profiles having been undertaken in pilot areas. While engaging with communities to carry out audits and field surveys with residents, intelligence networks were created which provided information that assisted in two successful drugs operations.

- Through the local criminal justice board, the force funded extensive, force-wide consultation to identify reasons for low levels of public confidence in the criminal justice (CJ) system in Staffordshire and Stoke-on-Trent. An action plan has been developed from this research that will support objectives to improve public confidence in this area.

- The force has demonstrated a number of innovative approaches to promote communities' interest in policing, eg online consultation, text messaging both for those with disabilities and other victims of crime, and response to consultation documents by text or telephone keypad voting options.

- One division operates a community contacts register, a system that allows the BCU to maintain a corporate memory of key contacts, to effectively record and analyse community intelligence and to allow contact with key individuals to address visibility issues.

- The force has received feedback indicating that not keeping people informed of action taken in the response to calls for service is a major concern for service users. The force has recognised this and put in place development activity in response to this, including a review of communications room and public service desk capacity to provide customer feedback.

- The force also recognises the importance of informing communities how their views have influenced local policing. A systematic approach to this is being developed, based on the following engagement cycle: identify local issues through consultation; agree an action/engagement plan with partners and communities; revisit communities to test satisfaction with the action taken.

Areas for Improvement

- The force has set up a review team to determine the arrangements required to achieve more effective neighbourhood policing, as demonstrated in earlier national pilots for reassurance and neighbourhood policing. In line with the approach being promoted by central government, the review is called Building Safer Communities, Beating Crime. The review will take account of central guidance while developing policy that will support the delivery of services that are relevant and important to local communities in Staffordshire.

- Current role profiles for community officers support the philosophy and principles of neighbourhood policing and community engagement. Role profiles state that community police officers should identify, develop and sustain effective working relationships with local community representatives and agency stakeholders. However, in practice staff were less than clear on their roles as community officers, and staff often felt that they had been left to develop their own concept of what community policing entailed. The neighbourhood policing pilot work aims to ensure that neighbourhood policing profiles are developed further and supported with effective tasking and co-ordination, performance measures, strong training and performance development review (PDR) objectives to maximise opportunities and potential for effective neighbourhood policing.

1C   Customer Service and Accessibility

Good	Stable

Strengths

- Customer satisfaction data for 2004/05 shows that the percentage of victims of burglary, violent crime, vehicle crime and road traffic collisions (RTCs) are very or completely satisfied with all but one of the categories of service, which is above the MSF and national averages. This included those satisfied with the overall service (60.2%), which compared favourably with the MSF average (56.4%) and the national average (55.6%).

- The commitment to quality of service and accessibility is reflected in the force policing plan for 2005/06, together with the police authority community engagement and consultation strategy. This strategic approach extends from the end-to-end process of first contact to final resolution, and how customer satisfaction is measured.

- A quality of service project team brings together all work being carried out across the divisions on customer service/accessibility, via project leads on each division. This is being used to inform the development of neighbourhood policing.

- The force is to develop the use of satisfaction data within both divisional tasking and co-ordination (T&C) and local officers' performance assessment.

- A marketing strategy, delivered by a proactive team of HQ and divisional communications officers, helps to clearly articulate customer service standards and quality of service project developments. The force produced the *Safer Staffordshire* newspaper that is delivered to all households and the force website includes service standards.

- Accessibility to police stations and contact with front desk staff is good. There is wide publication of opening hours for all stations and community volunteers are used to increase opening hours of outlying stations.

- The force-wide implementation of Airwave communications has provided a voice mail facility for all operational staff to be contacted by the public.

- The force uses a range of activities to increase access, including mobile police stations and surgeries (with partners) with times being well advertised.

Areas for Improvement

- Customer satisfaction data for 2004/05 shows that the percentage of victims of burglary, violent crime, vehicle crime and RTCs satisfied/very satisfied with respect to being kept informed was just below both the MSF and national average.

- Part of the quality of service project, yet to be fully developed, is the specific consultation designed to identify customer service expectation in a range of key services, including dealing with low level anti-social behaviour issues. Having been identified, the force has linked this to developments within strategic management.

- The force has identified the need to develop the website as a means of enhancing communication with the public, marketing local crime information and improving the quality of service feedback from customers and victims.

1D   Professional Standards

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

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

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

2 Reducing Crime (Domain 1)

The force adopts a wide definition of hate crime to include disability and religious crime. Hate crime and domestic violence are force priorities and there are sound divisional structures covering hate crime, domestic abuse and sex offender management. Over the last three years, the force has significantly reduced the levels of all key crime categories, with the exception of violent crime. The force has effective arrangements in place both at force and divisional level to work effectively with partners, especially in its contribution to crime and disorder reduction partnership (CDRP) working and effectiveness.

2A Reducing Hate Crime and Crimes against Vulnerable Victims

Good	Improved

Strengths

- During 2004/05, the percentage of victims of racist incidents satisfied with the overall service provided to them was higher than both the force's MSF average and the national average, placing it 1st in its MSF group and 5th nationally.

- In 2004/05, the percentage of domestic violence incidents with a power of arrest, where an arrest was made in relation to that incident, was 64.1%, placing the force 2nd in its MSF where the average was 43%.

- Each division has a public protection unit covering hate crime, domestic abuse and (more recently) sex offender management, together with administrative support. These units have strong links with the community safety unit at HQ, which leads on hate crime and domestic violence. In addition, the community safety unit contains the specialist child protection team for the force and the criminal records bureau. There are also close links to the high-tech crime unit. With the inclusion of public protection (sex offender management) in April 2005 within the community safety unit and public protection units, the links between all these disciplines has been strengthened.

- Hate crime and domestic violence are priorities for the force and are incorporated into the force control strategy. The force adopts a wide definition of hate crime to include disability and religious crime.

- The force is involved in a regional arrangement to allow victims to self-report hate crimes via a website and self-reporting packs. These packs also include comprehensive crime prevention advice, raising awareness and thus attempting to reduce the risk to potential victims.

- The unit on each division contains officers who specialise in working with either victims or perpetrators of domestic violence, and work has started to try and address the cycle of abuse of offenders as well as victims. This work involves a multi-agency response with agencies such as the probation service, courts, prisons, local multi-agency public protection panel, social services, and the area child protection committee.

- Within the new structure, domestic violence victims are assessed for their vulnerability to ensure that those most at risk receive additional support.

Areas for Improvement

- In 2004/05, racially or religiously aggravated offences per 1,000 population rose to 0.62 from 0.57 in 2003/04. This placed the force 7th in its MSF group where the average was 0.54 offences per 1,000 population. The percentage of racially or religiously aggravated offences detected in 2004/05 rose to 43.7%, just below the MSF average of 44.3%, but this placed the force 6th in its MSF group.

- Victims of crime who are more vulnerable by virtue of their age are given appropriate support by the force. However, the force has yet to include age-related crime in its response to hate crime. By looking wider than each individual case, it is possible to search for patterns of abuse, or to identify individuals who are unable to make reports to the police because of their isolation or vulnerability.

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

Strengths

- The three-year trends in crime show that each of the target crimes reduced significantly between 2001/02 and 2003/04. This trend continued in 2004/05, with reductions in all priority crime areas except violent crime.

- In 2004/05, Staffordshire recorded 10.74 vehicle crimes per 1,000 population, an 18% decrease on the same period the previous year. This places the force 3rd in its MSF group.

- In 2004/05, the percentage of house burglaries where the property had been burgled in the previous 12 months was 4.2%, placing the force 2nd in its MSF group, where the average was 6%, and 6th nationally.

- The force has maintained its 'Green' grading in its crime recording and auditing arrangements against the national standards (known as the National Crime Recording Standard or NCRS), something not achieved by three of the forces in its MSF group. The force conducts rigorous audits of incidents and recorded crime in order to ensure compliance with the standards.

- There are a number of factors that particularly contribute towards the force's ability to reduce (and investigate) volume crime. There is absolute clarity on roles and responsibilities at all levels, with clear leadership at force and BCU levels. Both performance accountability and T&C structures bring focus to the force's efforts to reduce such crime. Volume crime performance is recognised as a specific risk within the force's control strategy, and thus taken into account alongside other operational risks on a monthly basis at force T&C meetings. Real-time data on the levels of such crime is available to all staff, allowing prompt action to address patterns and trends that may develop. Daily tasking takes place on divisions, which ensures that each crime is addressed appropriately and promptly.

- There is evidence of successful HQ support for divisional crime reduction initiatives; for example, Chase division's initiative at motorway service areas that received the Tilley award.

- The efforts of Staffordshire Police are prominent with regard to tackling alcohol-related violence. There has been an ACPO and divisional strategic lead in this area for over 18 months, with very early partnership and section 17 crime and disorder linkage in order to maximise the opportunities of the Licensing Act 2003. All territorial divisions are led by a force strategy group that combines all nine CDRPs and licensing authorities with police licensing units.

- The Chief Constable has a national role in relation to alcohol-related crime and disorder. All divisions have force and partnership priorities in this area, as does the policing plan and some of the CDRP strategies. This work is linked to the force's best value review (BVR) of violent crime, which includes prevention, enforcement and intelligence responses to alcohol-related crime. AMEC campaigns were run over the summer and Christmas period as part of the national initiative.

- There is strategic, tactical and partnership integration of alcohol-related crime

interventions, including a full intelligence linkage. Initiatives of interest are the '10 pints' campaign, the Ion Track Itemiser for drug-related licensing activity, the national lead on Safer Clubbing and the national pilot site for the Saving Faces alcohol education campaign.

- In order to address the continued rise in violent crime, the force conducted a BVR to improve processes and performance. Most recent data trends indicate that the force is achieving some success in reducing the level of violent crime.

Areas for Improvement

- In 2004/05, Staffordshire recorded 96.37 crimes per 1,000 population, a 7.6% decrease on the previous year. However, the force is placed 5th within its MSF group.

- In 2004/05, Staffordshire recorded 10.91 domestic burglaries per 1,000 household, a 23.% decrease on the same period the previous year. However, the force is placed 4th within the MSF group.

- In 2004/05, Staffordshire recorded 0.74 robberies per 1,000 population, a 14.5% decrease on the same period the previous year. However, the force is placed 4th in its MSF group.

- Violent crime has risen over the last three years and was the highest in the MSF group for 2003/04. In 2004/05, Staffordshire recorded 24.48 violent crimes per 1,000 population, a 3.9% increase on the same period the previous year, placing the force 7th in its MSF and 35th nationally. However, analysis of violent crime data by the force has identified that firm policing of town centres at night time has contributed to the rise through the issuing of fixed penalty notices for public order offences. Analysis of violent crime data on one BCU clearly shows a significant fall in serious assaults, matched by a rise in public order fixed penalties notices. The force applies ethical crime recording standards; violent crime being one of the areas most at risk of under-recording if the NCRS is not rigorously applied.

	Good	**Stable**

2C   Working with Partners to Reduce Crime

Strengths

- During 2004/05, the number of domestic burglaries, vehicle crimes and robberies per 1,000 population fell from the previous year and were all less than both the force's MSF average and national average.

- During 2004/05, the total recorded crime per 1,000 population fell from the previous year to 96.37, which was in line with the MSF average (96.19) and lower than the national average (105.37).

- There is clear evidence of the significant contribution made by all divisions to partnership working, especially CDRPs. This includes the role of senior managers to strategically link with different CDRPs and co-ordinate partnership working on LPUs, providing performance information and support from divisional media/communications officers. All divisions have a partnership inspector working closely with CDRPs.

- There is an effective chief officer lead for partnership activity who holds BCU commanders accountable for performance through partnership working via a divisional performance review process.

- CDRP agencies are engaged in the divisional T&C process. In addition, LPUs have set up joint meetings with partners that follow tasking meetings and use products from that meeting, such as assessments and analysis, to tackle crime and disorder problems. (The inspection of Trent Valley BCU found evidence of such a group – the joint operations group – working successfully in this way.)

- Information-sharing protocols are in place and have been used, for instance, with joint operations targeting drug use/dealing and the associated anti-social issues. Evidence of this was identified in the BCU inspections of Trent Valley and Chase divisions. Another example is the Safer Estates agreement with local authorities.

- Target setting for CDRPs is aligned with force and divisional crime reduction targets, and CDRP targets are contained in BCU policing plans.

- The force has effective arrangements in place to ensure that funding opportunities are maximised at both force and local level. These include a seconded officer who works with the government office for the West Midlands.

Areas for Improvement

- During 2004/05, the public in Staffordshire were at more risk of being a repeat victim of a household or personal crime in the previous 12 months compared with the force's MSF average and the national average

- During 2004/05, the number of violent crimes per 1,000 population rose slightly from the previous year and was above both the MSF and national averages.

- During the inspection of Trent Valley BCU, it was identified to inspection staff that there is still a gap in knowledge of partnership working among some BCU staff, particularly incident management staff.

3   Investigating Crime (Domain 2)

The force has a low level of murder compared with its MSF group, together with a high detection rate. Detection rates for other major crimes such as blackmail, kidnapping and manslaughter are also high. Significant investment has been made in tackling level 2 (organised and cross-border) crime, including working collaboratively with neighbouring forces and national agencies, with successful outcomes. In 2003/04, the force had the highest total crime detection rate in its family of MSF and this has continued during 2004/05, placing the force 5th highest nationally. There has been significant additional investment in the force forensic service over the last two years. While the force performs well against its MSF group and nationally in the percentage of fingerprints and DNA from scenes of crime that were identified/matched, more of these need to be converted into detections. The CJ arrangements within the force are good, especially in the measuring of performance in key areas of CJ processes and the service provided by the force's two CJ units.

3A   Investigating Major and Serious Crime

Good

Strengths

- The force has a low level of murder in relation to other forces in its MSF group (2nd) and a very high percentage of these are detected (1st in the MSF group).

- In 2004/05, the force was an average 5th in its MSF group for recording serious crimes such as attempted murder, blackmail, kidnapping, manslaughter and rape. Its detection rates however were higher, at an average of 3rd in its MSF group. Given the robust crime recording processes and daily review of serious incidents conducted in the force that would identify and address such crimes, this is seen as a strength. In relation to offences of blackmail, kidnapping and manslaughter, the force's detection rates are in the top quartile nationally.

- Following a BVR, a major investigation department (MID) was formed to investigate murders and other serious crimes, in addition to the major crime unit (MCU). The MID is of a sufficient size to conduct these investigations without abstracting from divisional staff. In this way, the unit maintains a high level of expertise within the team, and divisional activity to address volume crime is not disrupted by losing staff on a long-term basis each time there is a murder.

- The MID has a small review team who undertake live and cold case reviews. Cold cases are reviewed on a 12-month basis, although the force actively looks to keep unsolved cases open.

- There is a good understanding of OSMAN issues and some evidence of proactivity in relation to homicide prevention, eg in relation to domestic violence. There is also evidence of some proactive work in relation to the identification of patterns and trends around homicide.

- The force has procedures in place to ensure that potential critical incidents are identified and risk-assessed. For example, it has pop-up menus on command and control that are cross-referenced to the relevant policy manual. There is a checklist of responsibilities and an agreed call-out system, together with contingency plans that include flowcharts and reporting structures.

- Divisional involvement and ownership of murder enquiries is high, despite having a central team of investigators. For the first three days following a murder or suspicious death, it is divisional staff, supported by a core from the central team, who start the investigation and manage the impact on the community. Close involvement continues throughout the course of the investigation.

- On a daily basis, the head of crime reviews the results of a trawl of the previous day's crime to ensure that an appropriate level of investigation has been undertaken. This is then discussed with the ACC responsible, and if any additional resource or expertise is required to assist a division or department, this is addressed.

Areas for Improvement

- Staffordshire is still developing a performance framework for the MID and the MCU, although monitoring takes place across a range of indicators.

- In the past, 28-day reviews have been delayed (though by conscious decision, and recorded in accordance with national guidance). The force has committed to providing extra resources into this area in 2005/06.

- There are no formal arrangements with neighbouring forces to provide mutual aid in terms of major crime investigative resources for periods of extraordinary demand.

- There is limited interoperability of IT systems with neighbouring forces, however, access is now being gained to FLINTS with terminals and trained staff in the south of the force. HOLMES (Home Office Large Major Enquiry System) and the IT intelligence system (SPIN) cannot inter-react; the force is aiming to integrate its crime and intelligence systems by April 2006.

3B   Tackling Level 2 Criminality

Good

Strengths

- Intelligence relating to level 2 criminality crime types is considered in the force strategic assessment.

- At the force-level T&C meetings, business is divided into two sections: confidential and restricted. While there is a reduced attendance at the confidential T&C, divisions have representatives at that meeting, and are therefore kept informed of force-level activity to address more serious crime. National Intelligence Model (NIM) structures fully support the force's ability to tackle level 2 (and level 3) criminality, including a review of control strategies on a monthly and quarterly basis.

- There is evidence of successful operations with both other forces and law enforcement agencies targeting serious and organised crime, with particularly successful joint operations in VAT fraud, immigration offences, gun crime, violence and Class A drugs.

- There are significant resources available to tackle level 2 criminal activity, with minimal impact on front-line policing. These include: an MCU; surveillance and source handling; financial and fraud investigators; and dedicated intelligence desks and analysts within the force intelligence bureau, aligned to the force's control strategy. (However, some areas are beginning to show resilience issues, namely financial investigation, high-tech crime, level 2 source handling and witness protection.)

- The force has demonstrated its ability to work collaboratively within its own region and with other police regions, National Crime Squad (NCS), the National Criminal Intelligence Service (NCIS) and external partners such as HM customs and excise, trading standards and the UK immigration service. The force also maintains a high profile nationally in its work to address domestic extremism and protest.

- The West Midlands policing region is somewhat unique nationally, in that the four forces in the region contribute to a regional task force. This gives regional strategic tasking and intelligence groups an operational capability, and ensures good intelligence sharing within the region.

- In 2004/05, the force increased the number of confiscation and forfeiture orders under the Proceeds of Crime Act (29 and 43 respectively), placing the force significantly above the average performance of its MSF group (15.7 and 5.6).

- When the force makes arrests or otherwise disrupts organised crime groups, linked preventative activity on divisions ensures that no other criminals move into the vacuum created by such activity.

- The force has a comprehensive surveillance capacity and expertise that has access to technical support equipment.

- The sensitive intelligence development unit quality assures and develops target packages for force-wide operations. A Gold group chaired by the ACC (operations), with divisional representation, oversees the work of the unit. Once suitably

sanitised, intelligence is disseminated to divisions, customs and excise and other agencies.

Areas for Improvement

- Staff report significant delays in the forensic examination of computers and mobile telephones, leading to delays in those enquiries.

- There is an apparent north/south divide in the force, with the south being predominantly affected by criminality emanating from the West Midlands ACPO region, while the north is predominantly affected by criminality emanating from northern border forces that sit outside the ACPO region. Intelligence sharing to the north is more problematic, is reliant on personal contact and has limited access to the NIM meetings and structures.

- There is limited interoperability of IT systems with neighbouring forces.

- The force is continuing to develop more sophisticated performance measures around level 2 operations with some consideration of impact analysis.

3C   Investigating Hate Crime and Crimes against Vulnerable Victims

Good	Improved

Strengths

- The new structure of public protection units on divisions linked to HQ community safety departments, referred to in the earlier section (2A), has further improved the communication of those investigating hate crime, domestic abuse and child abuse, together with managing sex offenders in the community in Staffordshire.

- There are good facilities for such investigations, such as examination and video interview suites, which are also available to other non-specialist staff as required.

- The force is awaiting delivery of the Guardian IT system that will link domestic violence, public protection and child protection IT systems.

Hate Crime
- All reported hate crime receives police attendance, and victims are updated regularly on the progress of enquiries and further contacted after 28 days by the officer in the case and/or the hate crime officer for the relevant division. After 6–12 weeks, the victim is contacted again to assess their satisfaction with the enquiry to date. The quality of investigation work is robustly monitored by supervisors and hate crime officers within the divisional public protection units. It is also monitored by the divisional investigations standards unit that oversees all investigations, and acts as a quality and audit function on each division.

- Staffordshire Police use the resources available, such as caseworkers employed through the Citizens' Advice Bureau and project workers employed by the Race Equality Commission, for further investigations; both to work with the victim and to offer support and guidance.

Child Abuse
- The child protection unit is centralised, based on three operational sites with a central referral unit at HQ, and is managed through the force community safety unit. The child protection unit was reorganised following the Bichard report, and an action plan is in place to address force and joint agency recommendations that need to be progressed. Child protection features in the force's policing plan and is a main priority on the force's control strategy. The central referral unit receives, analyses and grades each referral, with an ethical crime recording process in place. An immediate risk assessment is made to inform decision-making, with a check made of all relevant IT systems, including those of other agencies.

Domestic Abuse
- Domestic investigation and arrest logs (DIALs) have been introduced to professionalise the initial investigation of domestic incidents. The investigation log incorporates risk assessment, risk management and safety planning for both victim and offender, with a strong emphasis on positive action for arrest. It also provides an investigation guide to officers to ensure consistent service delivery. Once seen by immediate supervisors, domestic violence staff on the local public protection unit conduct a further risk assessment and quality assessment of initial response. The domestic abuse policy is supported by a service level agreement with the Crown Prosecution Service for prosecution standards.

Areas for Improvement

- It was reported in a force strategic review document (February 2005) that the vulnerable adult policy came in with little training or awareness, and staff report that the training given could have been improved.

- Routine assessment by occupational health of those staff involved in child protection enquiries is made, but does not occur in practice for those specialist staff involved in domestic abuse and sex offender management.

- Two divisions have significantly greater success rates for the investigation of hate crime. The force could ensure that any good practice is identified and applied by all divisions.

| **3D** | **Volume Crime Investigation** | **Good** | **Stable** |

Strengths

- In terms of three-year detection trends, the overall detection rate is good, having increased by almost 10% points between 2001/02 and 2003/04. In 2003/04, Staffordshire had the highest total crime detection rate in the MSF group. This has continued into 2004/05, with the force placed 1st in its MSF group and 5th nationally. At the end of 2004/05, the force detection rate overall stood at 35.1%.

- Detection rates for robbery offences rose to 26.8% in 2004/05, placing the force 2nd in its MSF group. Detection rates for vehicle crime also rose to 14% in 2004/05.

- The percentage of notifiable/recorded offences resulting in a charge, summons, caution or taken into consideration at court has increased in 2004/05 to 22.7%, placing the force 3rd in its MSF group.

- The force has maintained its 'Green' grading in its crime recording and auditing arrangements against the NCRS.

- Each division has specific resources dedicated to volume crime analysis and effective targeted action through NIM processes. Divisional analysts come under local management, but have a head of profession based at HQ who quality assures analytical products.

- Daily tasking meetings on divisions ensure that all possible action is taken to investigate and detect crime. Minimum standards of investigation are maintained through this process. The force develops good practice guides: one recent example is DIAL.

- Each division has a multi-agency team, including drugs action and probation officers, located at a police station to intervene and manage prolific and priority offenders (PPOs) from an early stage.

- The force is a pathfinder force for ACPO professionalising the investigative process (PIP). This has been trialled and the steering group established to evaluate the results before it is rolled out force-wide. In addition, ICIDP detective training is level 2 PIP compliant and all new detectives have to successfully complete such training.

Areas for Improvement

- The percentage of detected house burglaries fell by 1.5 percentage points to 20.3% in 2004/05, placing the force 5th in its MSF group.

- Detected violent crime also fell by 2.5 percentage points to 64.4% in 2004/05, but this still placed the force 2nd in its MSF group.

- In 2004/05, the force performed less well than its MSF group in obtaining detections from fingerprint and DNA identifications. For example, the force

converted 45.7% of its fingerprint identifications into primary detections compared with an MSF average of 52.4%, placing the force 6th in its MSF group. In relation to total detections, 81.7% were converted compared with an MSF average of 104.5%.

3E   Forensic Management

Fair	Stable

Strengths

- In 2004/05, the percentage of fingerprints from house burglaries and thefts of motor vehicles that were identified by the bureau were 1st and 2nd in Staffordshire's MSF group and top quartile nationally. In relation to the percentage of DNA recovered from house burglaries and thefts of motor vehicles that were matched, the force performed 2nd and 1st in its MSF group and top quartile nationally.

- Representation on the forensic science steering group is wide, and includes divisions, communications, professional standards and media and marketing, and is chaired by the ACC. This forum enables the force to examine its processes from end to end rather than piecemeal. A representative from the forensic science service also attends, thus providing an opportunity for the service and practitioners in Staffordshire to communicate directly with each other. Examples have been given of where forensic provision in Staffordshire has improved as a result of this forum.

- The forensic steering group monitors a number of performance objectives including scenes of crime examination and timeliness of divisions in taking action once a forensic 'hit' has been made.

- The link between scenes of crime staff and divisional investigative staff is strong, particularly through the attendance of senior scenes of crime officers (SOCOs) at local T&C meetings and SOCO staff at daily tasking meetings. This ensures that the forensic intelligence is being built at the same time as the criminal intelligence on series and serious crimes, and allows direct communication between the staff involved.

- The force has implemented the IT system Socrates, one that allows the force to track and manage the key forensic processes. In particular, it will allow the force to measure all processes from end to end, and search through more detailed descriptions of how criminals have committed certain crimes, such as burglary, entered by scenes of crime staff.

- There has been significant additional investment in the forensic service in Staffordshire since 2003. There has been an increase in staff of 19, and a new mini-lab has been purchased for the photographic unit together with a new major incident vehicle.

Areas for Improvement

- In 2004/05, the force scenes of crime staff attended 78.8% of house burglaries and 52.7% of theft of motor vehicles. This placed the force 8th and 4th respectively in its MSF group where the averages were 90% and 53.3% respectively. (In the final quarter of 2004/05 the attendance at house burglaries by scenes of crime staff increased to 93%.)

- Recovery of fingerprint and DNA evidence from scenes of house burglary and theft of motor vehicles was also low in relation to its MSF. For example, the force was

7th in its MSF group for obtaining fingerprints at both house burglaries and theft of motor vehicles.

- In 2004/05, the force performed less well than its MSF group in obtaining detections from fingerprint and DNA identifications. For example, the force converted 45.7% of its fingerprint identifications into primary detections compared with an MSF average of 52.4%, placing the force 6th in its MSF group. In relation to total detections, 81.7% were converted compared with an MSF average of 104.5%.

- The force has been slow to capitalise on the data available in the Socrates IT system, implemented by November 2004. Socrates allows the force to performance-manage the entire forensic process. Therefore, it is possible to measure how long it takes from a SOCO visiting a scene through to the result being available and an arrest to be made. This has previously been a problem for the force (see baseline assessment of April 2004), and although a significant number of things have been done to improve processes, the force was still not measuring the end-to-end process. Inspection revealed that there are still delays in the process. For example, at the time of this baseline assessment, staff reported that it could take five to six days for certain types of fingerprints (ie those with suspects) to be processed within the fingerprint bureau. The service level agreement between the scientific support department and divisions contains a number of aspirations in terms of the timeliness of the service to be provided, but these are not routinely measured.

- While forensic awareness training for operational staff takes place, there is no formal assessment of the training need, the plan to deliver or the assessment of the outcomes.

- Guidance to operational staff concerning scientific support requirements is available on the intranet via force orders, but it is not always easy to find. The scientific support manager has some ideas on how the information can be retrieved more easily via the website.

3F   Criminal Justice Processes

Good	Stable

Strengths

- For 2004/05, the number of sanctioned detections rose 4.2% from the previous year and was above the force's MSF average, although below the national average.

- Police National Computer (PNC) compliance performance for court case resulting is 50% within seven days of receipt. During 2004/05, the force achieved an average of 64% with the highest being 90% and the lowest 35%.

- During 2004/05, the force consistently performed better than the national target (71 days) in the number of days it took for PYOs to go from arrest to sentence.

- During 2004, the percentage of ineffective trials at both crown and magistrates' court was below the regional average.

- The force has an effective working relationship with CJ partners through the local criminal justice board, chaired by the Chief Constable. The board has an effective delivery structure through a number of key sub-groups that closely monitor performance.

- The force CJ department provides a detailed performance pack that measures performance in all the key areas of CJ processes and functions. In addition, this includes 'real time' individual officer performance relating to custody and charging decisions, ensuring that custody and charging processes are efficient and detections maximised.

- File quality/timeliness has improved significantly over the last 12 months, supported by comprehensive electronic file quality information used to identify officers who produce good or poor quality files and detailed reasons for discontinuances and evidential faults.

- Two CJ units (north and south) serve the force. Both have replicated working processes and provide a complete end-to-end CJ support function for divisions. There are very good staff recruitment, induction, retention and performance monitoring practices. Staff are trained to nationally agreed standards.

- Case progression officers are used within the 'effective trial management programme' guidelines, including the new requirement to attend pre-trial hearings to help reduce incidences of officers attending court but not giving evidence.

- The first of two joint police/Crown Prosecution Service (CPS) and co-located witness care units started in April 2005, with the second due to start in December, under the No Witness, No Justice programme. National witness service indicators have been adopted.

- The force has not yet had a PNC compliance inspection. However, the force is fully committed to the CJ act and records all applicable records on the PNC at the start of the process. (HMIC PNC awarded the force a Fair grading based on

performance in entering court results and arrest/summons registrations onto the PNC.

- The head of CJ controls all custody policy and processes and ensures common standards across the force through three custody managers. The force holds regular custody user group meetings in order to review and improve the service, including reports from the independent custody visitor scheme which are promptly acted on if issues arise.

- Civilianisation of custody assistants is complete across the force with an innovative use of an outsourcing contract to provide this service in several custody sites. The force is looking at extending this force-wide using one contract.

- A purpose-built custody facility, due to open in the summer of 2005, will serve the north of the force will provide state of the art facilities to improve the welfare of detainees and improve speed of prisoner processing and arrest investigation.

- The management of police bail is robust and all custody suites use CJ Act powers to take fingerprints and DNA samples from detainees.

- Each division has a multi-agency team, including drugs action and probation officers, located at a police station to intervene and manage PPOs from an early stage.

- The force's contribution to youth offending teams (YOTs) meets the expectations of its partners. For example, the force has recently provided computers and technology at all of the YOT sites, giving them access to all PNC facilities for research including crime recording intelligence.

Areas for Improvement

- For the year ending February 2005, Staffordshire had increased the number of offences brought to justice (OBTJ) to 23,059 (11.8% above the 2001/02 baseline of 20,623). A challenging target of achieving 24,208 OBTJ by the end of 2005/06 has been set although recent improvements, if maintained, would achieve the 2005/06 target.

- During 2004/05, the force performed on average below the PNC compliance target for entering 90% of arrest/summons registrations onto the PNC within 24 hours. The highest was 78%; the lowest 34% while the average was 65%. The force is addressing this issue through implementation of the National Strategy for Police Information Systems (NSPIS) custody computer system and (from 1 April 2005) an additional staff member within the PNC bureau.

- Following a review of prisoner processing/arrest investigation, areas for improvement across the force were identified. Issues included interaction with pre-charge advice lawyers and early file-building skills for officers in order to improve the number of OBTJ and reduce the time arresting officers spend in custody suites. Pilot work is ongoing.

- At present the force's two criminal justice units are not administratively co-located with the CPS, although the force has made, and continues to make, significant efforts to bring this about. The force and the CPS do use secure e-mail/electronic

files to improve administrative efficiency, and the force is currently dealing with a project to co-locate the criminal justice unit south with the CPS in new premises by April 2006.

4   Promoting Safety (Domain 3)

The force and authority are strongly committed to promoting reassurance through tackling crime and disorder and reducing anti-social behaviour. The low numbers of people with high levels of worry about crime and disorder in the county and the low percentage of repeat victims of burglary reflect this commitment. There are resources and robust arrangements in place, at both force and divisional level, to tackle anti-social behaviour. The force is working on arrangements with partners, within the new neighbourhood policing model, to address the underlying causes of anti-social behaviour. The force is a national leader in the response to environmental protest, specifically animal rights and domestic extremism.

4A   Reassurance

Fair	Stable

Strengths

- During 2004/05, there were fewer people in the county (respondents to the British Crime Survey – BCS) who had a high level of worry about violent crime compared with the MSF average, placing the force 2nd in its MSF group.

- For 2004/05, the percentage of people in the county (respondents to the BCS) who had a high level of worry about burglary and car crime fell from the previous 12-month period and was in line with the MSF average.

- During 2004/05, the percentage of reported domestic violence incidents that involved victims of a domestic violent incident reported in the previous 12 months was well below the MSF and national averages.

- During 2004/05, the percentage of domestic burglaries where the property had been burgled in the previous 12 months (4.2%) was below the MSF average (6%) and the national average (8.3%).

- The force and authority are strongly committed to the delivery of local policing, with partners to deal with crime and disorder, improve neighbourhoods and promote reassurance. The force is structured to deliver this through LPUs, which operate community action teams centred on 250 community beat officers.

- Three of the force's LPUs have been engaged in pilot work for the national reassurance project and an analysis of learning from this has been used to inform developments in quality of service and neighbourhood policing.

- There is evidence of large-scale reassurance initiatives, including the delivery of the *Safer Staffordshire* newspaper to every household in the county and the visit to households by beat officers to challenge perspectives of crime (Operation Keepsafe).

- The force has a clear demand management strategy that commits to providing victims of crime with same-day service to support quality of service and reassurance.

- The force is actively seeking to co-locate key reassurance staff with local authority staff and enhance data-sharing and community intelligence to address local

problems. (At the time of baseline assessment, the crime reduction and community safety staff on Chase division were about to co-locate.)

- There is an effective use of the extended police family to support the delivery of local policing. This includes community support officers (the force is committed to recruit more), a high number of special constables, neighbourhood wardens and other local authority resources, ie CCTV monitoring.

Areas for Improvement

- During 2004/05, there were more people in the county (respondents to the BCS) who had a higher level of perceived disorder compared with the MSF average, placing the force 6th in its MSF group.

- While the force has a robust response overall to incidents of anti-social behaviour, an issue raised by the national reassurance project work for development is that the force should focus more on the low-level anti-social behaviour and nuisance incidents to further enhance feelings of reassurance in communities.

Good	**Stable**

4B   Reducing Anti-Social Behaviour and Promoting Public Safety

Strengths

- Anti-social behaviour is a force strategic priority and is part of the control strategy at force and divisional level. The force measures the number of incidents and fear of crime indicators to monitor performance. A partner agency approach to tackling anti-social behaviour and its links to environmental conditions is a key part of the new neighbourhood policing team's role.

- The force has been instrumental in bringing together a county forum to discuss best practice and establish joint agreements.

- There is an anti-social behaviour policy that outlines the use of a range of anti-social behaviour tools in conjunction with other agencies, ie the CPS. The force uses the full range of these interventions, including behaviour contracts and orders as well as dispersal orders. (For the period April to September 2004, there were 41 anti-social behaviour orders used in Staffordshire compared with an MSF average of 30.)

- The force is involved in the national pilot for incident recording standards.

- There is a dedicated officer on each division to engage with local authority anti-social behaviour staff and CDRPs. Several divisions have an anti-social behaviour task force.

- The road safety casualty reduction strategy, developed with partners, contains key aspects of the ACPO national strategic assessment of road policing, the national policing plan and joint ACPO/Department for Transport road policing strategy.

- There is a proactive environmental protest unit to co-ordinate and manage the force response to animal rights and domestic extremism (used most recently in the Yoxall enquiry). This unit is helping develop national policy to respond to such issues.

Areas for Improvement

- The force has identified the need to continue with the recent recruitment of PCSOs to support the new neighbourhood policing teams.

- An element of the new neighbourhood policing style, yet to be fully developed, is the arrangements with partners, at this very local level, to address the underlying causes of anti-social behaviour in order to reduce repeat incidents and formal interventions.

5   Providing Assistance (Domain 4)

There is a strong performance culture within the force communications department, and this is reflected in the high levels of public satisfaction with respect to making contact with the police and the time taken to answer 999 calls. The force has acted to reduce unnecessary calls, especially in relation to non-999 calls, and has implemented new technology and a number of initiatives to improve a range of customer service issues. There is a comprehensive and professional firearms capability within the force, together with a range of specialist operational support available to divisions. During 2004/05, the force had one of the lowest numbers of RTCs resulting in death or serious injury nationally. Underpinning this is strong partnership working and a range of roads policing resources at force and divisional level, deployed through the NIM to reduce and investigate collisions and disrupt travelling criminals.

5A   Call Management

Good	Stable

Strengths

- In 2004/05, the force answered 87% of 999 calls within the target time, an improvement from the previous year (84.32%) although still less than its target. This placed the force 5th in its MSF group. Performance had been steadily improving during the year, but was adversely affected by the introduction of the pro-centre call management system (see below) in the final quarter.

- In 2003/04 (latest data available), 96.3% of the public were satisfied with the time taken to answer a 999 call, placing the force 1st in its MSF group and 3rd nationally.

- 91.5% of victims of domestic burglary, violent crime, vehicle crime and RTCs were satisfied with respect to making contact with the police, placing the force 1st in its MSF group and 8th nationally.

- There is a strong performance culture within the communications department. Activities include a performance focus within individual PDRs, daily performance meetings and the use of smart boards (see below). Call-handling performance and customer service are key themes in both the force's policing plan and the annual report.

- The force introduced an IT system to improve the management of calls (pro-centre), which led to a significant loss in performance because of technical difficulties. Staff reported 'losing' calls, and there was a rise in abandoned calls from the usual 0.7% (January 2005) to an average of 4% at the time of assessment. The force took firm action to address the problems identified, bringing together suppliers of the systems and working non-stop to address the issues as they arose. There has been significant improvement, but staff still report difficulties connecting calls.

- The communications centre has acted to reduce unnecessary calls. For example, in relation to non-999 calls, it has identified the top 400 frequent callers and supplied them with direct dial numbers for the departments they seek. In terms of unnecessary 999 calls, the force has conducted publicity campaigns, highlighting

the fact that the force will use its powers to issue fixed penalty notices for wasting police time if misuse of the 999 system is identified.

- There is a call-handling user group that discusses current service issues. Information and suggestion forms for improvement are contained on the communications centre's website.

- The force command and control system automatically generates crime numbers for crime incidents, thereby providing a better quality of service to victims while ensuring the integrity of the crime recording system.

- Each control room and public service desk has 'smart boards' displaying performance information and intelligence to brief call-handling staff. Divisional and force briefings are relayed to staff, together with other information relevant to their role. The communications centre has established the post of intelligence support officer to support this initiative. The system could be further improved by extending the system to the switchboard.

- Airwave, the new police radio system, has been introduced in Staffordshire, and has greatly improved radio coverage across the county. Staff particularly liked the fact that details of incidents were texted to them once they were allocated a job.

- The force has been short-listed for European Call Centre of the Year in the categories Call Centre Manager and Best Use of Technology.

Areas for Improvement

- The force has yet to identify an effective model to manage less urgent incidents, with different divisions trying out different solutions. On occasions, incidents requiring prompt action remain unactioned until the following day. These are swiftly identified at the daily briefing meeting (if not before); however, this is less than ideal.

- Staff report that more incidents could be screened by the pubic service desks and resolved on the telephone or by referral to other agencies. This would reduce the demand on operational officers and improve customer service.

	Good	**Stable**

5B   Providing Specialist Operational Support

Strengths

- There is professional leadership within the firearms arena provided by both the command team lead and the head of the tactical support department.

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

- The force firearms provision includes three armed response vehicles (with baton gun capability) and two dogs (less-lethal response) on a 24/7 basis. There is a tactical support team for pre-planned incidents and a central firearms team to provide tactical advice and firearms instruction. The maintenance of sufficient numbers of officers trained to national standards received a 'Good' grading for compliance with the codes of practice (COP) on police use of firearms.

- There is a dedicated Silver Commander cadre of 18, all nationally trained. They are re-accredited using a robust process involving the ACC and head of the tactical support department. Bronze Commanders have all attended a half-day awareness (including post-incident procedures) and four of them are Silver trained as forward scene commanders. The selection and training of officers who use weapons, officers who provide tactical advice and of Silver and Bronze Commanders was awarded a 'Good' grade for COP compliance on police use of firearms.

- Regular firearms exercises are held every year in conjunction with emergency service partners.

- There is a proactive environmental protest unit to co-ordinate and manage the force response to animal rights and domestic extremism (used most recently in the Yoxall enquiry). This unit is helping develop national policy to respond to such issues.

- All of the specialist operational support services are subject to robust performance monitoring to assess how they contribute to force control strategy priorities. All of the services are tasked through the force level T&C.

- The dog section (20 dogs) provides a range of options for divisions including a 24/7 service and passive drug and explosive detection.

- The force has shared access to a helicopter (with West Mercia).

Areas for Improvement

- HMIC's work on COP compliance on police use of firearms identified that the authorisation of firearms is given by control room sergeants rather than by the inspector rank, as required in the ACPO firearms manual. The force has communicated with the ACPO head of business, questioning the interpretation of this aspect of the manual and detailing the level of training and re-accreditation undertaken by control room sergeants to enable them to carry out this role.

- HMIC's work on COP compliance on police use of firearms identified that there is no clear link between the risk and threat assessment and the provision of armed capability. While the assessment clearly sets out the risk, this is not then used to determine the number and location of authorised firearms officers, the rationale for the training in some of the more extreme tactics and the numbers within the tactical firearms team.

- HMIC's work on COP compliance on police use of firearms identified that the force does not have a system in place to reassess their Bronze Commanders for competence.

- HMIC's work on COP compliance on police use of firearms identified from information provided, that the force might not be fully compliant in respect of spontaneous operations due to the fact that Gold Command is not always involved at the earliest opportunity.

- HMIC's work on COP compliance on police use of firearms identified that the force has an informal procedure for the reporting of results of police investigations or reviews to ACPO and the National Centre for Policing Excellence. If a more formal mechanism were used, this would indicate full compliance.

Excellent	**Stable**

5C   Roads Policing

Strengths

- During 2004/05, the number of RTCs resulting in death or serious injury per 1,000 population (0.38) was the lowest in the MSF (the average was 0.58) and one of the lowest nationally (where the average was 0.51).

- During 2004/05, the number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled (4.05) was well below the national average (5.69).

- For 2004/05, within the Staffordshire County Council area, the national killed/seriously injured (KSI) reduction targets for 2010 are on trajectory to be achieved. Within Stoke unitary authority, one of the KSI targets (total KSI) is ahead of trajectory.

- The road safety casualty reduction strategy, developed with partners, contains key aspects of the ACPO national strategic assessment of roads policing, the national policing plan and joint ACPO/Department of Transport roads policing strategy.

- A casualty reduction control strategy has been completed for use by divisions. Divisions are engaged in casualty reduction enforcement activity and are performance-measured in these areas (speed, seat belt, mobile phone and drink/drive) by the chief officer lead.

- Force policy on police pursuits has been reviewed to ensure compliance with ACPO guidance, specifically in the area of risk assessment by control room supervisors/managers.

- Roads policing resources are fully integrated within the NIM (tasked at force level).

- The force is part of a regional collaboration that provides roads policing for the Midlands motorway network (central motorway patrol group).

- There is strong evidence of partnership working to reduce road casualties, including joint operations with the vehicle inspectorate and involvement in national safety campaigns. A central traffic management unit co-ordinates all such activity.

- The force has a well-established road safety camera partnership.

- A collision investigation team attends all fatal or potentially fatal RTCs. All staff have professional qualifications; the team leader is used as a senior investigating officer in line with the national road death investigation manual, and team staff have provided over a hundred of the response supervisors an awareness of their role in line with the manual.

- The force is fully compliant with the road death investigation manual.

- The force has invested heavily in the automatic number plate recognition system (ANPR). Using this system, the road crime unit responds effectively to divisional

requests tasked at force level to address crime and disorder 'hotspots', as evidenced by the number of arrests and prosecutions for a range of offences. The force is reviewing how it maximises intelligence opportunities from ANPR.

- The force is using a wide range of technology to support casualty reduction and collision investigation, including laser devices and the ongoing enhancement of intelligence analysis and system connectivity computer software.

Areas for Improvement

- For 2004/05 within Stoke unitary authority, the reduction in the child KSI target is currently not being achieved. (The target was 19 with 28 actual KSI casualties).

- The force is starting to address an identified shortage of skills on divisions to deal with serious RTCs and the subsequent submission of evidence files. This work needs to continue.

6   Resource Use (Domain B)

The force has a strong, fully devolved and professionally qualified HR function, well supported by a central department. There is a firm relationship between training and operational policing needs. The force supports and consults with a range of staff support networks and is continuing to develop a diverse workforce across all parts of the organisation. There are sound finance and resource management arrangements. The force has invested heavily in national police IT products and has a good IT infrastructure and provision. The NIM is well embedded at force and divisional level and is fully integrated within business planning and performance management.

6A   Human Resource Management

Good	Stable

Strengths

- During 2004/05, the number of hours lost to sickness per police officer (76 hours) reduced from the previous year and was below the force's MSF average (85 hours) and in line with the national average.

- During 2004/05, the number of hours lost to sickness per police staff member (54 hours) reduced from the previous year and was below both the MSF average (63 hours) and in line with the national average.

- The force has developed a costed HR plan, positively contributed to by all HR managers, that directly supports force priorities and is integral to strategic management. The HR function is viewed by senior managers within the force as a driver of performance and organisational development.

- There is a strong, fully devolved and professionally qualified HR function, well supported by an HQ HR department. Divisional HR managers, together with HQ HR managers, take an active strategic role in driving forward the HR plan at a fortnightly HR development group meeting chaired by the director of resources.

- Twice yearly the director chairs a meeting with divisional senior managers to monitor progress against the HR plan, specifically decisions over matching resources against demand and the wider issues affecting workforce planning (championed by the head of the HQ HR department).

- Although there is an identified lead, the force executive takes a proactive approach to health and safety (H&S). Responsibility for H&S is devolved to divisions through a corporate policy. There is an H&S plan monitored at a force meeting, chaired by the director of resources and attended by the authority lead for H&S.

- The force H&S officer meets regularly with divisional nominated H&S representatives and there is an extensive H&S training programme for staff at all levels. (Sergeant and inspector training conforms to a formal qualification standard).

- An occupational health/welfare service provides early and effective intervention and treatment. Appropriate long-term absence cases are case-managed with HR

managers on a regular basis.

- All post profiles within the force are written in line with the national integrated competency framework (ICF) and are used in all post selection procedures. The ICF is also used in other key HR processes.

- All key HR policies are regularly updated and are available on the HR site within the force intranet. A hit-counter is monitored to assess use and accessibility.

- The force has the Investors in People accreditation. A force-wide staff perception survey is carried out once every two years. Completion rates are healthy overall and the latest analysis of results showed improving staff perceptions in key areas of the work environment.

- The force has implemented the pay reward structure for superintendents. Chief officers have collectively elected not to apply for bonus payments under the Police Reform Act.

- There is a well-embedded electronic personal development review process, supported by a comprehensive performance management information system, which helps to drive performance improvement. HR managers audit completion rates and the quality of objective setting.

- Proactive management of attendance has led to reductions in both police officer and police staff sickness levels over the last two years. This includes robust implementation of both the attendance management policy and linking attendance to performance payments under the Police Reform Act.

Areas for Improvement

- There are opportunities to enhance the placement of restricted duties police officers to better support operational policing.

- While police staff are awarded honorariums to recognise good work, it has been identified that the process to ward such payments could be more corporately applied.

- More work is to be carried out to ensure a greater corporate standard of quality around some aspects of the personal development review before it can be used more fully for promotion/progression.

6B   Training and Development

Good	Improving

Strengths

- The force training and development strategy directly links to the force HR strategy. The strategy also includes evaluation and assessment and drives the costed training plan (CTP) process. The strategic approach provides a strong relationship between the training department and operational policing, making it responsive to training needs.

- The force training strategy clearly sets out the respective roles and responsibilities of both client and contractor. Training panels operate at a force and divisional level in an effective manner that has embedded the relationship further.

- There is strong evidence of an effective transformational leadership style throughout the training department, with a culture of trust and empowerment. The effective management structure enables a strong dynamic communication flow in all directions within the department and also into the operational arena.

- There is clear and evidenced knowledge of the recommendations from M*anaging Learning, Training Matters, Diversity Matters* and the *FfC* within the training department, each supported by an audit trail.

- The improvement plan is a clear, continuous and living document. There are few outstanding actions from the original improvement plan emanating from the BVR. The force has continued to use and update the plan to drive ongoing development of the training function.

- The improvement plan is a standing agenda item at fortnightly training department meetings and the force training panel. Its contents, targets and actions are robust and well understood by staff. The head of training meets with the police authority on a monthly basis to discuss targets and progress. In addition, quarterly updates are provided to the personnel committee in respect of a number of areas including IPLDP and race and diversity. The head of training also attends national and regional meetings with the police authority and Association of Police Authorities on a regular basis.

- Good examples of community involvement were found, including a successful process in the Stoke-on-Trent division, where communities are engaged in a locally identified 'raising of public awareness in policing issues' project designed and delivered by divisional training officers. Further good examples were found in relation to the Staffordshire area child protection training programme.

- There exists an embedded and working partnership with Staffordshire University in respect of its leadership development programme, which is well managed and adds value. There is also good collaboration between the force and West Midlands Police in respect of the public order training site at Royal Air Force Cosford. Inclusion of West Midlands Police trainee detectives on initial criminal investigation department (CID) courses is good, removing the logistical demands of students to travel when training is available locally outside their own force area.

- The force training and development department continues to adhere to the

principles of best value. Indicative of this are the recent changes made in respect of the introduction of the latest pursuit policy by the driving school.

- The force has embraced the ICF completely and it is now embedded. The force is held in high esteem by Skills for Justice as a positive role model in relation to its application of the requirements of HOC 14/2003.

- The force has established a robust electronic PDR process. This enables instant access to all relevant persons within the process.

- Prioritisation of training occurs through a filtered process that involves divisional and force training panels, the PDR process and individual requests for training on local form 65T. There is evidence to show that prioritisation of training is made against local force and national requirements and is driven by budget availability on divisions.

- A force evaluator is in post, responsible for all training evaluations. Level 1 and 2 evaluations are carried out consistently within the training department, but are disparate in those areas not under the control of the force training and development manager.

- The training department team leaders carry out level 3 evaluation. While not meeting the requirements for a clear break between the provider and evaluator as indicated in HOC 7/2005, the structural model applied is evidently successful when considered against the results achieved. The model is clearly well understood by staff, is dynamic, timely and practical in its approach, resulting in a high level of confidence in its application.

- The ethical issues, which are of concern in HOC 7/2005, relate to the involvement of training staff in high-level evaluation, and are minimised by the leadership and management role of the force evaluation officer who oversees the evaluation function.

- The force training and development unit has adopted the *Models for Learning* and consistently applies them for all training delivered centrally. However, consistency of approach now needs to be applied across those devolved areas of training over which the force training manager currently has no functional control.

- The business planning cycle takes place at the same time as the corporate cycle, however, the business planning process is a 'stake in the ground' rather than a living continuous approach, which is not informed by the totality of the force training requirement. A review of the training department business planning cycle, to enable more accurate information around the training requirement to inform the corporate plan, is encouraged.

Areas for Improvement

- The costed training plan supports the national costing model methodology. It requires additional detail to be wholly compliant with HOC 53/2003. Some areas of training across the force have not been captured within the plan, despite the efforts

of the training and development manager.

- The CTP is monitored only once per year and is in fact a 'point in time'. Some analysis of planned delivery against actual delivery is evidenced, although this information is not used for management purposes. The force needs to introduce a mechanism to monitor the CTP, which includes involvement of the police authority, force executive and training panels.

- The force training and development manager currently does not have overall control of all training within the force. Imminent organisational and structural changes will achieve the removal of the force training department from the central HR function. As from 1 April 2005, the force training and development manager reports directly to the ACPO lead. The force is encouraged to challenge the rationale of not having functional control of some training elements (for example, some specialist departments and divisional training officers) within the direct professional remit of the head of training.

- Monitoring of quality assurance is weak across areas not under the functional control of the force training and development manager, due to the level of autonomy provided by the devolved structure of the force.

- There is a poor uptake of the application of the *Models for Learning* outside of the central training department. This is due to unwillingness by divisional training officers to embrace the practices, despite instructions and guidance as to their use. This weakness is made more significant by the lack of a rigorous quality assurance process operating outside the central training department.

Noteworthy Practice

- Work on the ICF is held in high regard by Skills for Justice.

6C   Race and Diversity

<div style="float:right; border:1px solid black; padding:4px;">**Fair**</div>

Strengths

- During 2004/05, the percentage of female police officers and police staff compared with the overall force strength was in line with, or slightly better, than the force's MSF average and the national average.

- During 2004/05, the percentage of police recruits from minority ethnic groups (1.9%) increased from the previous year and was better than the MSF average; despite the percentage of people from such groups in the economically active population being less than the MSF average.

- During 2004/05, the ratio of officers from minority ethnic groups resigning to all other officer resignations was considerably less than the force's MSF average or the national average.

- There is a strong chief officer lead together with a good governance structure to ensure that the development of a diverse workforce is mainstreamed and monitored, including the race equality scheme.

- There is good use of equality of service performance indicators to monitor race and diversity issues impacting on the workforce.

- The force strongly supports and consults with a range of internal support networks covering race, sex, faith and gender, and there is a good working relationship with the command team and divisional senior managers.

- Following the national CRE report on the quality of the force's race equality schemes, the force has developed its own scheme and action plan for 2005–08.

- Over the past five years the force has delivered a range of diversity awareness training. From April 2005 the force will be conducting a major review of diversity training in line with national best practice.

- The appointment of a multi-cultural recruitment officer has enhanced the ability of the force to recruit from these sections of the community and achieve its target. (In 2004/05 the proportion of such recruits compared with the proportion of minority ethnic groups in the community compared favourably to the force's MSF average.)

- There is evidence of the use by staff of work/life balance working arrangements.

- HR managers carry out exit interviews and they are analysed for any trends.

- The force captures details of staff with disabilities and there is evidence of 'reasonable adjustment' work being undertaken to facilitate disability working.

Areas for Improvement

- During 2004/05, the difference between voluntary resignation rates of male and

female officers, while being below the MSF average, was above the national average.

- The diversity policy does not have overt and specific references to all strands of diversity. For example, there is very little concerning sexual orientation and faith.

- Currently there is no support network for staff with disabilities. In addition, some active members of support networks felt they could better advise the force and mentor staff if they had greater training in mentoring and legislation.

6D	**Resource Management**	**Excellent**	**Stable**

Strengths

- The Chief Constable, the force director of resources, the head of finance and the treasurer have all remained in post throughout the past six years. This has been a major factor in both creating stability and placing Staffordshire as one of the best performing forces in the country. With respect to resources management, this was also confirmed by the April 2004 best value inspection. The inspection identified finance as 'Excellent' and procurement, estate management and transport as 'Good'.

- The external auditor has stated that general revenue reserves represent 3% of net operating expenditure. This provides a sound basis for financial planning.

- The planning timetable is jointly agreed and co-ordinated for operational planning, human resource planning and financial planning. The timetable covers negotiations and submissions at BCU level, force considerations and development days with the authority to discuss issues.

- The authority and treasurer are fully engaged in financial planning to rigorously ensure conformity. Financial reports go directly to the full police authority. The reform and performance management committee receive detailed audit and best value reports and presentations from auditors and inspectors. The police authority treasurer advises them at many forums and is a national representative on several forums.

- The resource management capability is very well developed, involving all senior managers, specialist financial and business managers, and optimising appropriate technological and best business practice. Over the past few years the force has undertaken several reviews. For example, the last review was public reassurance, which ensured that there were sufficient resources to meet calls and that there was the optimum split between response, neighbourhood policing and crime.

- The force's shift pattern was changed to ensure overlapping resources to meet the busiest demand periods. Patterns are subject to continuous scrutiny and experiment, supported by research and analysis carried out independently.

- The force and authority are committed to continuing to develop the use of activity-based costing (ABC) and activity analysis, in particular as a key element of management information to drive the linking of resources to performance.

- In the Audit Commission National ABC Data Quality Report issued in May 2005, the results for the force are shown as:

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

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

- The force works in partnership with the county council on several support services – this is an example of good practice as identified by Gershon.

- The force replicates the national distribution formula to distribute bottom-line budgets to operational policing. With the exception of police officer pensions, police authority costs and a small corporate budget, all other budgets are devolved to territorial divisions and HQ groups. Devolved budget reports are presented to and discussed by the monthly chief officer management team. For the past five years financial outturn has been within 0.5% of budget. The director of resources, HR resource manager and head of financial and support services visit all budget holders twice a year to discuss their resource management issues. The devolution regime extends to carry-over and overspends.

- Staffordshire's procurement strategy ensures that national and regional contracts are used where available. Contract standing orders ensure that contracts above a certain value are tendered. The force's procurement strategy group ensures the continued development and accountability of the procurement strategy, with an annual report to the police authority on procurement activity.

- Staffordshire Police achieved its efficiency plan savings in 2004/05.

- The corporate strategy and force ambitions for community policing are closely reflected in the estates strategy. The strategy also closely supports other areas of operational activity, ie a centralised northern area custody facility that was developed following an operational business case.

- There is evidence of the use by all staff of work–life working arrangements.

Areas for improvement

- In the Audit Commission national summary report on ABC data quality (May 2005) the force was assessed as 'Poor' for use of ABC costing data.

- It is unclear if the issue of the cost of the workshop facility (identified in 2004 baseline) has been addressed.

- The force is currently reviewing its arrangements for e-procurement to see if this can be developed.

- The original property strategy was developed following the Audit Commission report *Action Stations*. The strategy is currently being reviewed, with 'Fit for Operational Purpose' being one of the main review criteria.

- The printing unit needs to be provided with industry-compatible IT equipment.

- The force needs to take a detailed look at the costs of the existing transport repair and maintenance contract and use an expert consultancy to support benchmarking

the current fleet costs. This information is essential to drive continuous improvement through the business planning process.

6E	**Science and Technology Management**	**Good**	**Stable**

Strengths

- There is a clear and comprehensive information systems/technology (IST) strategy for 2005/06, which is directly linked to force priorities and encompasses the Home Office science and technology strategy. The longer term 2006–08 strategy is currently being developed.

- There are robust governance arrangements in place. IST is co-ordinated and driven through the force steering group (chaired by the DCC). There are strong links between the force and police authority leads. Each division has its own IT officer and these meet with the head of the technology department on a regular basis.

- Each key IT project group has an extensive user input (from user requirement research to continued involvement in project groups through to sign off) and is chaired by a command officer.

- All key systems have user groups that are able to raise issues/requests for changes.

- There is good management of the technical services department and the staff are skilled and qualified to offer a full range of IT support to the force. The departmental structure provides dedicated sections for IT development, customer service and IT systems support.

- The force has invested heavily in a range of NSPIS products. Several have already been implemented, including Airwave, Holmes 2 and the National Management Information System (NMIS), and site testing of NSPIS case and custody is planned. There are strong communication links with the Police Information Technology Organisation (PITO).

- The force has been operating a project group (chaired by an ACC) to co-ordinate actions to address recommendations from the Bichard enquiry. Force policy on operational intelligence and information sharing addresses recommendations and work to support IMPACT. (The force has been involved in pilot work for CJX and the national nominals index.)

- The force completed the ACPO benchmarking toolkit prior to the last baseline process and overall was in the top quartile of its grouped forces.

- CJX gateway penetration testing was completed during 2004. Vulnerabilities were identified, urgent ones prioritised, and work remained ongoing to progress the resultant action plan monitored by the force information security review board.

- With the full implementation of Airwave, the use of mobile data has been introduced into some key operational areas (crime reporting and PNC access). The head of technology sits on the PITO mobile technology group and so has a national perspective in this area.

- The force has disaster recovery arrangements in place for key systems as required under the Civil Contingencies Act.

Areas for Improvement

- The force has identified an area of risk in relation to being able to recruit sufficient trained staff to 'hit the ground running' in order to complete Bichard-related development work within timescales.

- The force document, *The Way Forward,* has identified more work is needed to improve integration between major systems.

- At the time of baseline assessment, the force had yet to complete the 2004 toolkit.

- Live-scan has yet to be extended to all main custody sites.

- The force has identified the need to further develop its disaster recovery capacity to cover all key systems. (Work is progressing to develop storage attached network capacity as a cost-effective way of addressing this).

6F   National Intelligence Model

Good	Stable

Strengths

- In order to support the implementation of NIM in Staffordshire, the force has put in place an internal inspection process that has continued into the second phase of NIM implementation. This is monitored overall by the force intelligence steering group, chaired by the ACC (operations).

- BCU inspections have identified the strength of NIM processes at divisional level, where operational staff have a clear understanding of where they are being deployed, the reasons for that deployment, what they are expected to do, and how they will discharge that expectation.

- The force regularly reviews its NIM business process; the examination of the role of analysts in major incident rooms and the three-monthly review of the intelligence requirement being recent examples of this.

- BCUs conduct fortnightly partnership tasking meetings using 'sanitised' assessments.

- There is a corporate approach to the timing, content and circulation of NIM products, with clear links between strategic and tactical meetings.

- NIM is fully integrated within the business planning and performance management of the force. The strategic cycle is timed to mesh with the planning process and criminal strategic assessments feed into the annual policing plan and annual budget planning. The force holds an NIM/planning forum held between HQ intelligence and the HQ performance team.

- The sensitive intelligence development unit quality assures and develops target packages for force-wide operations. A Gold group chaired by the ACC (operations) with divisional representation oversees the work of the unit. Once suitably sanitised, intelligence is disseminated to divisions, customs and excise and other agencies.

- Strategic priorities that form the control strategy are identified through a documented risk analysis, threat assessment, strategic assessment and focus groups and are decided by the strategic T&C group. The documentation reflects extensive scanning, consultation and analysis to ensure that the right strategic priorities are identified. The priorities are effectively reviewed at each tactical assessment, but formally reviewed quarterly by conducting a further risk analysis and threat assessment. Priorities are changed at the formal review meeting. Tactical priorities are identified through analytical tools and techniques arriving at the two main products: problem and target profiles. These are presented to the tactical T&C groups to be actioned. All profiles, including those actioned at regional or national level are tracked, resulted and analysed with a results analysis.

- At the force-level T&C meetings, business is divided into two sections: confidential and restricted. While there is a reduced attendance at the confidential T&C meetings, divisions have representatives at that meeting, and are therefore kept informed of force-level activity to address more serious crime.

- Volume crime performance is recognised as a specific risk within the force's control strategy, and thus taken into account alongside other operational risks on a monthly basis at force T&C meetings.

- The force has an NIM website that includes corporate use of intelligence products for use by all staff. The force has conducted a training needs analysis for NIM awareness among its staff.

Area for Improvement

- The force is in the process of implementing a series of recommendations following a review of the role and function of analysts working within major incident rooms (MIRs). The aim of the force is to integrate NIM principles into MIRs, in particular to ensure that intelligence identified through a major enquiry is entered onto the force intelligence system.

7 Leadership and Direction

The Chief Constable and police authority have an effective approach to succession planning that is shared within the top team and enjoy an excellent working relationship. The force has developed a clear vision for policing including the implementation of police reform. There is a strong performance culture driven by the top team throughout the organisation. This is supported by daily monitoring of force performance against priority targets through 'livetime' performance data.

7A Leadership

Excellent

Strengths

- The police authority and Chief Constable have an effective and shared approach to succession planning within the top team. Both have an ambition in relation to style for Staffordshire to remain 'a family force'.

- The Chief Constable believes it is still possible to go significantly beyond what has already been achieved by the force in relation to detections, file quality and crime reduction generally, and that there was still a lot to do in relation to technology. In particular, he quoted the limitations of the crime system and the custody system.

- The management approach is inclusive in tone and deliberately allows a lot of scope for individual contributions. BCU commanders feel 'empowered' and the federation regards the Chief Constable and top team as very accessible.

- There is a significant degree of agreement between not just the authority and the Chief Constable, but throughout the various members of the top team, the BCU commanders and the federation. There is a real sense of pride, a sense of achievement and a belief in their strength to move onwards.

- The chief officers management meeting includes all divisional commanders. The senior management team event includes over 70 senior managers from across the force. Every opportunity is used to reiterate corporate vision and values in these and other forums. A recent perception survey indicated a high level of understanding of the force's aims.

- The police authority has given significant support to the force through a series of precepts that have enabled the number of police officers to increase (by 277 in four years) and police staff (by one third) in the same period (including 66 PCSOs).

- There is unanimity within the force about the importance of quality of service (while not taking the quantitative achievements to date for granted). Neighbourhood policing and community focus, together with the general issue of follow-up (telling people what had been done for them/what had happened) were among the issues the force has identified, and a plan is currently being developed. The issue of quality service was part of the development for the future, but it also encompassed reform-based improvements, which include the establishment of police boards for BCUs.

- The reward and recognition system includes a recent innovation in the organisational support and development group where peer nomination is being piloted.

Areas for Improvement

- None identified

7B **Strategic Management**	**Good**	**Stable**

Strengths

- The force has developed a clear vision for policing, A Safer Staffordshire For All, which is supported by an effective internal and external marketing strategy with extensive use of corporate branding.

- There is a clear logical cascade between national, force and BCU/departmental plans and objectives, integrating national 'must dos' with force priorities.

- The force has an excellent working relationship with the police authority, which is very active in its support. Individual police authority members are aligned to BCUs and LPUs, and attend public consultative meetings with local commanders.

- Local and national scanning ensures that the force is in a position to respond proactively to change, as and when it arises. There are several examples of the force supplying staff to national pilot/project work, partly with a view to ensure that the force is well placed in terms of its preparation towards future developments for the service.

- The force has a leading role in the implementation of police reform, and has developed the national template by which all forces measure their progress against the recommendations of the 'reducing bureaucracy' task force. The emphasis is on reducing unnecessary bureaucracy rather than all paperwork. Emerging developments and demands are integrated within the wider force change management programme and actioned through senior management team events and force projects. Project and programme structures support the overall delivery, with executive leads and police authority scrutiny.

Areas for Improvement

- The medium-term ambition for the force still needs further development. While there are a number of areas in which the force is progressing and these are being individually project-managed, the force needs to develop its infrastructure further in support of the medium-term ambition; for example, in neighbourhood policing.

- The development of the force vision on customer service needs more substance overall in order to match the force focus on volume crime delivery.

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

Strengths

- There is a strong performance culture driven at the executive level throughout the organisation, with clear lines of accountability through the appraisal process for individual members of staff linked to force priorities. This has translated into substantial performance improvement over the last few years.

- Staffordshire Police has devoted a considerable amount of time and effort to evolving online performance information that is accessible to all staff. The force was one of the first in the country to make full use of the NMIS, which is available to substantial numbers of individuals across the force. The force also makes good use of iQuanta data, which is available within all divisions.

- There is daily monitoring of force performance against priority targets through 'livetime' performance data, not just of crime data but also CJ and call handling.

- The ACC (territorial) chairs a performance monitoring group (PMG) at two-weekly intervals. This involves a cross-section of personnel from various areas, who scrutinise force performance and drive forward any action that is necessary to improve or rectify any performance issues. Where a PMG identifies a force performance issue requiring support from level 2 resources (force level), a referral is made by the group to the force T&C meeting chaired by the ACC (operations).

- Performance indicators exist across support departments, ensuring the embedded performance culture within the operational service delivery areas is increasingly replicated within support departments and units. Divisional senior management teams are invited to participate in the scrutiny of HQ operational support and organisational support activities. For example, a divisional chief superintendent led on the BVR of major investigation structures in Staffordshire.

- There has been investment in divisional performance units that review individual, team, LPU and divisional performance.

- Every individual within the organisation has an electronically based PDR whose objectives are aligned to the goals of the force.

- Development and investment in quality of service management systems has occurred; for example, customer ring-back checks and quality of service performance information is now accessible online across the force. Divisions are also encouraged to engage in qualitative performance activities, and a large range of initiatives have been evidenced through BCU inspections and partnership activity, eg demand management initiatives in Stoke-on-Trent and race audits across the force area.

- Formal reporting to the police authority and the press at every quarter and to the internet across all areas targeted is in place. A police authority member sits on all force senior meetings/panels and is actively encouraged and supplied with all relevant performance materials – their role in part is to act as an independent scrutiniser on police activity. The lead officer approach within the authority ensures that key members have even more

detailed knowledge and understanding of performance within their designated areas.

- Police authority members are actively involved in all aspects of the BVR process, including scoping meetings of the project board and appointing members to sit on project teams to ensure independent assessment. The police authority monitors the implementation of BVR recommendations on a bi-monthly basis.

- BVR improvement plans include a set date for the carrying-out of a process to assess the benefits to the service of having implemented the recommendations.

Areas for Improvement

- Performance objectives and the PDR process for officers and staff involved in neighbourhood policing need refinement to take account of the specific role they will be undertaking.

- As with all forces, Staffordshire is still developing a performance framework for the MID and the MCU, although monitoring takes place across a range of indicators.

Appendix 1: Performance Tables

1A: Fairness and Equality							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (**SPI 3a**)	N/A	53.4%	N/A	56.2%	3 out of 6	48.6%	17 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided **(SPI 3a)**	N/A	81.0%	N/A	77.1%	1 out of 6	71.5%	5 out of 37
% of white users very/completely satisfied with respect to the overall service provided **(SPI 3b)**	N/A	60.4%	N/A	56.9%	2 out of 6	56.8%	16 out of 37
% of users from BME groups very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	53.6%	N/A	52.7%	3 out of 6	44.1%	11 out of 37
Difference between very/completely satisfied rates **(SPI 3b)**	N/A	6.74 pts	N/A	4.19 pts	N/A	12.7 pts	N/A
% of white users satisfied with respect to the overall service provided **(SPI 3b)**	N/A	83.0%	N/A	77.3%	1 out of 6	78.0%	9 out of 37
% of users from BME groups satisfied with respect to the overall service provided **(SPI 3b)**	N/A	78.8%	N/A	75.3%	1 out of 6	71.2%	7 out of 37
Difference between satisfied rates **(SPI 3b)**	N/A	4.14 pts	N/A	1.95 pts	N/A	6.8 pts	N/A
% of PACE stop/searches of white persons which lead to arrest **(SPI 3c)**	*	*	*	*	*	*	*
% of PACE stop/searches of persons from BME groups which lead to arrest **(SPI 3c)**	*	*	*	*	*	*	*
Difference between PACE arrest rates **(SPI 3c)**	*	*	*	*	*	*	*
% detected violence against the person offences for victims from BME groups **(SPI 3d)**	N/A	41.7%	N/A	33.3%	3 out of 6	24.7%	11 out of 34
% detected violence against the person offences for White victims **(SPI 3d)**	N/A	54.0%	N/A	43.7%	1 out of 6	34.6%	1 out of 34
Difference in violence against the person detection rates. **(SPI 3d)**	N/A	12.32 pts	N/A	10.3 pts	N/A	9.9 pts	N/A
Difference between PACE stop/searches per 1,000 white and per BME population	*	*	*	*	*	*	*
Racially or religiously aggravated offences per 1000 population	0.57	0.62	*7.7 %*	0.54	7 out of 8	0.70	32 out of 42
% detected racially or religiously aggravated offences	41.5%	43.7%	*2.2 Pts*	44.3%	6 out of 8	36.4%	16 out of 43

1B: Neighbourhood Policing and Community Engagement							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% of people who think that their local police do a good job **(SPI 2a)**	N/A	42.5%	N/A	47.0%	6 out of 8	48.6%	37 out of 42

* This data was not available at time of publication

				MSF Ave 2004/5	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
1C: Customer Service and Accessibility							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to making contact with the police **(SPI 1a)**	N/A	73.2%	N/A	68.4%	1 out of 6	65.9%	9 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to action taken by the police **(SPI 1b)**	N/A	62.5%	N/A	56.9%	1 out of 6	54.9%	7 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to being kept informed of progress **(SPI 1c)**	N/A	37.6%	N/A	38.8%	4 out of 6	38.8%	26 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to their treatment by staff **(SPI 1d)**	N/A	79.1%	N/A	72.2%	1 out of 6	69.5%	4 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to the overall service provided **(SPI 1e)**	N/A	60.2%	N/A	56.4%	2 out of 6	55.6%	16 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to making contact with the police **(SPI 1a)**	N/A	91.5%	N/A	88.5%	1 out of 6	87.8%	8 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to action taken by the police **(SPI 1b)**	N/A	81.8%	N/A	76.2%	1 out of 6	75.4%	6 out of 37
% of victims of domestic burglary, violent crime and RTCs satisfied with respect to being kept informed of progress **(SPI 1c)**	N/A	55.3%	N/A	57.4%	5 out of 6	58.5%	27 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to their treatment by staff **(SPI 1d)**	N/A	91.7%	N/A	88.4%	1 out of 6	87.8%	8 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to the overall service provided **(SPI 1e)**	N/A	82.8%	N/A	77.0%	1 out of 6	77.3%	8 out of 37
% of people who think that their local police do good job **(SPI 2a)**	N/A	42.5%	N/A	47.0%	6 out of 8	48.6%	37 out of 42
% of victims of racist incidents very/completely satisfied with respect to the overall service provided **(SPI 3a)**	N/A	53.4%	N/A	56.2%	3 out of 6	48.6%	17 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided **(SPI 3a)**	N/A	81.0%	N/A	77.1%	1 out of 6	71.5%	5 out of 37
% of PA buildings open to the public which are suitable for and accessible to disabled people	71.0%	54.1%	-16.9 Pts	76.8%	5 out of 6	76.9%	26 out of 38

* This data was not available at time of publication

2A: Reducing Hate Crime and Crimes Against Vulnerable Victims							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident **(SPI 8a)**	67.7%	64.1%	*-3.6 Pts*	43.0%	2 out of 4	55.7%	20 out of 28
% of partner-on-partner violence **(SPI 8b)**	95.2%	82.8%	*-12.5 Pts*	80.7%	-	74.1%	-
Racially or religiously aggravated offences per 1000 population	0.57	0.62	*7.7 %*	0.54	7 out of 8	0.70	32 out of 42
% detected racially or religiously aggravated offences	41.5%	43.7%	*2.2 Pts*	44.3%	6 out of 8	36.4%	16 out of 43

2B: Volume Crime Reduction							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) **(SPI 4a)**	3.6%	7.2%	*3.6 Pts*	6.0%	7 out of 8	5.3%	33 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime **(SPI 4b)**	14.0%	18.7%	*4.7 Pts*	18.4%	6 out of 8	17.9%	29 out of 42
Domestic Burglary per 1,000 households **(SPI 5a)**	14.27	10.91	*-23.6 %*	11.10	4 out of 8	14.40	21 out of 43
Violent crime per 1,000 population **(SPI 5b)**	23.55	24.48	*3.9 %*	21.20	7 out of 8	22.44	35 out of 42
Robberies per 1,000 population **(SPI 5c)**	0.87	0.74	*-14.5 %*	0.82	4 out of 8	1.68	20 out of 42
Vehicle crime per 1,000 population **(SPI 5d)**	13.14	10.74	*-18.2 %*	11.43	3 out of 8	13.99	18 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.25	0.23	*-7.7 %*	0.39	2 out of 8	0.61	6 out of 42
Total recorded crime per 1000 population	104.29	96.37	*-7.6 %*	96.19	5 out of 8	105.37	23 out of 42
Violent Crime committed by a stranger per 1,000 population	5.72	5.63	*-1.7 %*	7.22	5 out of 7	9.87	17 out of 34
Violent Crime committed in a public place per 1,000 population	9.62	10.85	*12.8 %*	11.23	4 out of 7	13.86	16 out of 34
Violent Crime committed under the influence of intoxicating substances per 1,000 population	5.47	5.77	*5.5 %*	4.12	6 out of 7	4.16	23 out of 32
Violent crime committed in connection with licensed premises per 1,000 population	2.31	2.46	*6.4 %*	1.55	7 out of 7	1.44	29 out of 32
% of domestic burglaries where the property has been burgled in the previous 12 months	4.0%	4.2%	*0.2 Pts*	6.0%	2 out of 7	8.3%	6 out of 37

* This data was not available at time of publication

2C: Working with Partners to Reduce Crime							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) **(SPI 4a)**	3.6%	7.2%	*3.6 Pts*	6.0%	7 out of 8	5.3%	33 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime **(SPI 4b)**	14.0%	18.7%	*4.7 Pts*	18.4%	6 out of 8	17.9%	29 out of 42
Domestic Burglary per 1,000 households **(SPI 5a)**	14.27	10.91	*-23.6 %*	11.10	4 out of 8	14.40	21 out of 43
Violent crime per 1,000 population **(SPI 5b)**	23.55	24.48	*3.9 %*	21.20	7 out of 8	22.44	35 out of 42
Robberies per 1,000 population **(SPI 5c)**	0.87	0.74	*-14.5 %*	0.82	4 out of 8	1.68	20 out of 42
Vehicle crime per 1,000 population **(SPI 5d)**	13.14	10.74	*-18.2 %*	11.43	3 out of 8	13.99	18 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.25	0.23	*-7.7 %*	0.39	2 out of 8	0.61	6 out of 42
Total recorded crime per 1000 population	104.29	96.37	*-7.6 %*	96.19	5 out of 8	105.37	23 out of 42

3A: Investigating Major and Serious Crime							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.25	0.23	*-7.7 %*	0.39	2 out of 8	0.61	6 out of 42
Number of abductions per 10,000 population	0.086	0.	*-100 %*	0.033	2= out of 8	0.016	3= out of 42
% of abduction crimes detected	44.4%	0.0%	*-44.4 Pts*	36.0%	N/A	34.9%	N/A
Number of attempted murders per 10,000 population	0.10	0.08	*-20 %*	0.10	4 out of 8	0.14	14 out of 42
% of attempted murder crimes detected	100.0%	75.0%	*-25 Pts*	77.9%	5 out of 8	72.7%	27 out of 43
Number of blackmail per 10,000 population	0.181	0.22	*21.1 %*	0.2	6 out of 8	0.28	32 out of 42
% of blackmail crimes detected	47.4%	52.2%	*4.8 Pts*	36.1%	3 out of 8	26.2%	10 out of 43
Number of kidnappings per 10,000 population	0.343	0.41	*19.4 %*	0.42	5 out of 8	0.53	25 out of 42
% of kidnapping crimes detected	47.2%	69.8%	*22.5 Pts*	50.2%	1 out of 8	44.3%	9 out of 43
Number of manslaughters per 10,000 population	0.01	0.019	*100 %*	0.029	5 out of 8	0.025	18 out of 42
% of manslaughter crimes detected	100.0%	100.0%	*0 Pts*	100.0%	3= out of 8	119.2%	8= out of 43
Number of murders per 10,000 population	0.086	0.048	*-44.4 %*	0.069	2 out of 8	0.138	5 out of 42
% of murder crimes detected	100.0%	140.0%	*40 Pts*	96.2%	1 out of 8	94.5%	2 out of 43
Number of rapes per 10,000 population	2.36	2.92	*23.4 %*	2.81	5 out of 8	2.65	33 out of 42
% of rape crimes detected	32.3%	30.4%	*-1.9 Pts*	26.7%	3 out of 8	29.5%	16 out of 43

* This data was not available at time of publication

3B: Tackling Level 2 Criminality							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Violent crime per 1,000 population **(SPI 5b)**	23.55	24.48	*3.9 %*	21.20	7 out of 8	22.44	35 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.25	0.23	*-7.7 %*	0.39	2 out of 8	0.61	6 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population **(SPI 6c)**	0.22	0.17	-23.7 %	0.21	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine **(SPI 6c)**	5.6%	17.7%	*218.9 %*	19.2%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin **(SPI 6c)**	22.6%	45.7%	*101.8 %*	45.9%	N/A	43.7%	N/A
Number of joint operations between the force and NCS	*	*	*	*	N/A	3.94	N/A
Number of joint operations between the force and Revenue and Customs	1	*	*	*	N/A	6.78	N/A
No. of confiscation orders	20	29	*45 %*	15.7	N/A	43.16	N/A
Total value of confiscation orders	£577,862	£239,483	*-58.6 %*	£438,754	N/A	£1,179,340	N/A
No. of forfeiture orders	27	43	*59.3 %*	5.6	N/A	18.21	N/A
Forfeiture value	£23,735	£15,994	*-32.6 %*	£11,902	N/A	£79,822	N/A
Trafficking in controlled drugs per 1000 population	0.39	0.33	*-15.5 %*	0.38	4 out of 8	0.45	17 out of 42
% detected trafficking in controlled drugs offences	101.0%	99.4%	*-1.5 Pts*	94.3%	2 out of 8	91.7%	5 out of 43

3C: Investigating Hate Crime and Crime Against Vulnerable Victims							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident **(SPI 8a)**	67.7%	64.1%	*-3.6 Pts*	43.0%	2 out of 4	55.7%	20 out of 28
% of partner-on-partner violence **(SPI 8b)**	95.2%	82.8%	*-12.5 Pts*	80.7%	*	74.1%	*
Racially or religiously aggravated offences per 1000 population	0.57	0.62	7.7 %	0.54	7 out of 8	0.7	32 out of 42
% detected racially or religiously aggravated offences	41.5%	43.7%	*2.2 Pts*	44.3%	6 out of 8	36.4%	16 out of 43

* This data was not available at time of publication

3D: Volume Crime Investigation							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% detected of vehicle crimes **(SPI 7e)**	11.4%	14.0%	*2.7 Pts*	13.5%	4 out of 8	10.1%	12 out of 43
% detected of violent crime **(SPI 7c)**	66.9%	64.4%	*-2.5 Pts*	52.9%	2 out of 8	49.5%	9 out of 43
% detected of domestic burglaries **(SPI 7b)**	21.8%	20.3%	*-1.5 Pts*	20.4%	5 out of 8	15.9%	15 out of 43
% detected of robberies **(SPI 7d)**	22.9%	26.8%	*3.9 Pts*	24.3%	2 out of 8	19.9%	19 out of 43
% of notifiable/recorded offences resulting in a charge, summons, caution or taken into consideration at court **(SPI 7a)**	23.3%	26.3%	*3 Pts*	22.8%	1 out of 8	21.4%	8 out of 43
% total crime detected	33.5%	35.1%	*1.6 Pts*	27.9%	1 out of 8	25.7%	5 out of 43
% sanction detected of vehicle crimes	9.8%	12.9%	*3.1 Pts*	12.5%	3 out of 8	9.3%	12 out of 43
% sanction detected of violent crime	36.7%	39.0%	*2.3 Pts*	35.9%	2 out of 8	34.3%	20 out of 43
% sanction detected of domestic burglaries	19.5%	18.2%	*-1.3 Pts*	18.2%	5 out of 8	14.3%	14 out of 43
% sanction detected of robberies	17.8%	22.3%	*4.4 Pts*	21.8%	4 out of 8	17.2%	23 out of 43
% detected racially or religiously aggravated offences	41.5%	43.7%	*2.2 Pts*	44.3%	6 out of 8	36.4%	16 out of 43
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6a)**	23750	22926	*-3.5 %*	19520	N/A	27381	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6b)**	21.9%	22.7%	*0.8 Pts*	21.2%	3 out of 8	20.7%	20 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population **(SPI 6c)**	0.22	0.17	*-23.7 %*	0.21	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine **(SPI 6c)**	5.6%	17.7%	*218.9 %*	19.2%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin **(SPI 6c)**	22.6%	45.7%	*101.8 %*	45.9%	N/A	43.7%	N/A

* This data was not available at time of publication

3E: Forensic Management							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
Burglary Dwelling - % scenes examined	74.0%	78.8%	*4.8 Pts*	90.0%	8 out of 8	85.4%	32 out of 42
Theft of motor vehicle (MV) - % scenes examined	54.0%	52.7%	*-1.3 Pts*	53.3%	4 out of 8	40.1%	17 out of 42
% fingerprint recovery from burglary dwelling scenes examined	27.0%	31.8%	*4.8 Pts*	38.8%	7 out of 8	32.1%	30 out of 42
% fingerprint recovery from theft of MV scenes examined	38.0%	43.5%	*5.5 Pts*	51.0%	7 out of 8	48.9%	27 out of 42
% DNA recovery from burglary scenes examined	7.0%	7.9%	*0.9 Pts*	9.2%	5 out of 8	8.2%	23 out of 42
% DNA recovery from theft of MV scenes examined	20.0%	15.8%	*-4.2 Pts*	19.5%	6 out of 8	20.1%	30 out of 42
% fingerprint idents from recovery at burglary dwelling scenes	22.0%	22.0%	*0 Pts*	15.3%	1 out of 8	16.8%	10 out of 42
% DNA matches from recovery at burglary dwelling scenes	*	44.7%	*N/A*	35.1%	2 out of 8	35.5%	8 out of 42
% DNA matches from recovery at theft of MV scenes	*	67.1%	*N/A*	38.7%	1 out of 8	38.3%	1 out of 42
% fingerprint idents from recovery at theft of MV scenes	25.0%	32.5%	*7.5 Pts*	21.8%	2 out of 8	27.9%	13 out of 42
% conversion of fingerprint idents to primary detections	50.0%	45.7%	*-4.3 Pts*	52.4%	6 out of 8	45.3%	25 out of 41
% conversion of fingerprint idents to total detections (incl. secondary)	73.0%	81.7%	*8.7 Pts*	104.5%	6 out of 8	82.5%	22 out of 41
% DNA primary detections per match	39.0%	49.7%	*10.7 Pts*	53.9%	5 out of 8	49.5%	24 out of 42
% DNA total detections per match (incl. secondary)	62.0%	100.1%	*38.1 Pts*	104.1%	4 out of 8	88.7%	18 out of 42

3F: Criminal Justice Processes							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6a)**	23750	22926	*-3.5 %*	19520.1	N/A	27380.9	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6b)**	21.9%	22.7%	*1 Pts*	21.2%	3 out of 8	20.7%	20 out of 42
% of arrest summons entered onto the PNC in one day (target 90%)	70.5%	65.0%	*-5.5 Pts*	78.1%	8 out of 8	82.0%	42 out of 43
% of court results entered onto the PNC in 10 days	37.3%	64.5%	*27.2 Pts*	50.7%	2 out of 8	54.5%	19 out of 43
Number of sanction detections	25,477	26,557	*4.2 %*	20,942.4	N/A	27,659.4	N/A
PYOs arrest to sentence within 71 day target (from COMPASS)	*	*	*	*	*	*	*
Prosecution Team performance measurement - using COMPASS data	*	*	*	*	*	*	*
Management and targeted execution of warrants (COMPASS)	*	*	*	*	*	*	*
Implementation of pre-charge advice and monitoring of 47(3) bail (COMPASS)	*	*	*	*	*	*	*

* This data was not available at time of publication

4A: Reassurance							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
BCS Fear of Crime (% very worried about burglary) **(SPI 10a)**	12.7%	11.5%	*-1.2 Pts*	11.5%	4 out of 8	11.3%	27 out of 42
BCS Fear of Crime (% high levels of worry about vehicle crime) **(SPI 10a)**	14.3%	13.4%	*-0.9 Pts*	13.7%	5 out of 8	12.5%	29 out of 42
BCS Fear of Crime (% high levels of worry about violent crime) **(SPI 10a)**	14.0%	11.4%	*-2.5 Pts*	16.1%	2 out of 8	15.1%	14 out of 42
BCS Feeling of Public Safety (% high levels of perceived disorder) **(SPI 10b)**	13.8%	16.6%	*2.7 Pts*	15.8%	6 out of 8	15.8%	29 out of 42
% of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months.	22.7%	25.8%	*3.2 Pts*	36.7%	2 out of 6	37.8%	11 out of 34
% of domestic burglaries where the property has been burgled in the previous 12 months	4.0%	4.2%	*0.2 Pts*	6.0%	2 out of 7	8.3%	6 out of 37

4B: Reducing Anti-Social Behaviour and Promoting Public Safety							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled **(SPI 9a)**	*	4.05	*	5.36	*	5.69	4 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.38	*	0.58	1 out of 7	0.51	6 out of 34

5A: Call Management							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
The local target time for answering 999 calls (secs)	10.	10.	*0 %*	12.43	N/A	11.1	N/A
Number of calls answered within local target time	131,447	134,218	*2.1 %*	136,255	N/A	254,988	N/A
% of 999 calls answered within locally set target time	84.3%	86.9%	*2.5 Pts*	89.2%	5 out of 7	87.3%	24 out of 39

* This data was not available at time of publication

5B: Providing Specialist Operational Support							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
Total number of operations involving the authorised deployment of Authorised Firearms Officers where the issue of a firearm was authorised	255	216	*-15.3 %*	231.9	N/A	378.5	N/A
Number of operations where the officers have not commenced operations before being stood down	7	12	*71.4 %*	22.6	N/A	22.5	N/A

5C: Roads Policing: Annual indicators							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled **(SPI 9a)**	*	4.05	*	*	1 out of 7	5.69	4 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.38	*	0.58	1 out of 7	0.51	6 out of 34

6A: Human Resource Management							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
Number of working hours lost due to sickness by police officers **(SPI 13a)**	*	*	*	*	*	*	*
Number of working hours lost due to sickness by police staff **(SPI 13b)**	*	*	*	*	*	*	*
Medical retirements per 1,000 police officers	6.25	5.89	*-5.7 %*	3.51	8 out of 8	2.9	34 out of 39
Medical retirements per 1,000 police staff	3.19	2.26	*-28.9 %*	1.59	6 out of 7	2.16	18 out of 39

* This data was not available at time of publication

6C: Race and Diversity							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% of police recruits from BME groups **(SPI 12a)**	1.5%	1.9%	*0.5 Pts*	1.2%	N/A	3.9%	N/A
% of people from BME groups in the economically active population of the force area **(SPI 12a)**	N/A	2.5%	N/A	4.5%	N/A	8.0%	N/A
Ratio of BME groups resigning to all officer resignations **(SPI 12b)** (White officers: visible minority ethnic officers)	1: 2.02	1: 0	*-100 %*	1: 0.73	1= out of 8	1: 1.47	1= out of 37
% of female officers compared to overall force strength **(SPI 12c)**	20.5%	21.1%	*0.7 Pts*	21.5%	3 out of 8	21.2%	21 out of 42
% of female police staff compared to total police staff	65.8%	65.9%	*0.1 Pts*	65.3%	3 out of 8	62.3%	8 out of 42
% of white police officer applicants appointed	*	*	*	30.0%	N/A	26.9%	N/A
% of BME police officer applicants appointed	0.0%	0.0%	*0 %*	13.6%	N/A	24.0%	N/A
Difference in % of applicants appointed	*	*	*	16 pts	N/A	2.8 pts	N/A
% of female police officer applicants appointed	0.0%	0.0%	*0 %*	30.6%	N/A	29.1%	N/A
% of male police officer applicants appointed	0.0%	0.0%	*0 %*	27.4%	N/A	24.2%	N/A
Difference in % of applicants appointed	0	0	*0 %*	3.2 pts	N/A	4.9 pts	N/A
Difference between voluntary resignation rates of male and female officers	1: 1.18	1: 1.5	*27 %*	1: 1.83	3 out of 8	1: 1.41	23 out of 39

6D: Resource Management							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% of police officer time available for frontline policing **(SPI 11a)**	*	*	*	*	*	*	*
% of time spent on frontline duties (including crime prevention activities) by all police officers and staff (including CSOs)	*	*	*	*	*	*	*
% of police officer time spent on visible patrol	*	*	*	*	*	*	*
% of police officers in operational posts	89.8%	89.8%	*0 Pts*	89.8%	4 out of 7	88.2%	29 out of 41
Total spending per police officer	£65,217.79	£68,027.08	*4.3 %*	£68,182.32	N/A	£121,668.41	N/A
Total spending per 1,000 population	£142,122.27	£149,748.80	*5.4 %*	£146,575.13	N/A	£320,496.85	N/A

* This data was not available at time of publication

Appendix 2: Glossary of Terms and Abbreviations

ABC	activity-based costing
ACC	assistant chief constable
ACPO	Association of Chief Police Officers
ANPR	automatic number plate recognition
BCS	British Crime Survey
BCU	basic command unit
BME	black and minority ethnic
BVR	Best Value Review
CDRP	Crime and Disorder Reduction Partnership
CJ	criminal justice
COMPASS	a national information technology system for tracking, managing and recording caseload information
COP	codes of practice
CPS	Crown Prosecution Service
CRE	Commission for Racial Equality
CTP	costed training plan
DCC	deputy chief constable
DIAL	domestic investigation and arrest logs
DNA	deoxyribonucleic acid
DV	domestic violence
Gershon	Sir Peter Gershon's review for HM Treasury 'Releasing Resources for the Frontline: Independent Review of Public Sector Efficiency' July 2004 ISBN 1-84532-032-8
H&S	health and safety
HMIC	Her Majesty's Inspectorate of Constabulary

HR	human resource
IAG	independent advisory group
ICF	integrated competency framework
ICIDP	initial crime investigation 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 services / information technology
KSI	killed/seriously injured
Level 2 Criminality	criminal activity that takes place on a cross-boundary basis
LPU	local police unit
MAPPA	multi-agency police protection arrangements
MCU	major crime unit
MID	major investigation department
MIR	major incident room
MSF	most similar force(s)
MV	motor vehicle
NAFIS	National Automated Fingerprint Identification System
NCIS	National Criminal Intelligence Service
NCRS	National Crime Recording Standard
NCS	National Crime Squad
NIM	National Intelligence Model
NMIS	National Management Information System
NSPIS	National Strategy for Police Information Systems
OBTJ	offences brought to justice

Osman	Osman v UK (1999) 1 FLR 193 where the court established that in certain circumstances the State has a positive obligation to take preventive measures to protect an individual who is at risk from the criminal activities of others.
PA	police authority
PACE	Police and Criminal Evidence Act
PCSO	police community support officer
PDR	performance development review
PIP	professionalising the investigative process
PITO	Police Information Technology Organisation
PNC	Police National Computer
POCA	Proceeds of Crime Act 2004
PPAF	police performance assessment framework
PPO	prolific and priority offender
PYO	persistent young offender
QA	quality assurance
RTC	road traffic collision
Sanction Detections	offences that are detected by way of charge, summons, caution, fixed penalty for disorder or offences admitted on a signed 'taken into consideration' schedule
SGC	specific grading criteria
SOCO	scenes of crime officer
SPI	statutory performance indicators (SPIs) are used to monitor key aspects of police performance and form a critical component of performance assessments. SPIs are set each year following consultation with partners in line with powers under the Local Government Act 1999. SPIs are also known as 'best value performance indicators'
T&C	tasking and co-ordination
Volume Crime	not a technical term but normally refers to high incidence vehicle crime, burglary and in some areas robbery

YOT   youth offending team