Her Majesty's Inspectorate of Constabulary

Baseline Assessment
Bedfordshire Police

October 2005

Contents

Introduction to Baseline Assessment

This report is the outcome of HMIC's assessment of Bedfordshire 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 Sir Ronnie Flanagan, GBE, MA, 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 Bedfordshire in terms of demography, policing environment and other socio-economic factors: Leicestershire, Hampshire, Northamptonshire, Avon and Somerset and Kent. When making comparisons in this report, the average performance in this group, known as the most similar forces (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

Bedfordshire Police covers an area of 123,500 hectares with a population of 573,765 people comprising 236,974 households in 120 villages and towns. The county includes the urban areas of Bedford, Dunstable and Luton; smaller towns such as Ampthill, Biggleswade and Leighton Buzzard; and a large rural area. Local features and amenities include Woburn Abbey and Safari Park, Luton Town Football Club, Whipsnade Zoo and Luton International Airport. Bedfordshire comprises some of the busiest roads in Europe, including a stretch of the national motorway network.

The force headquarters (HQ) is based at Kempston in the North Bedfordshire area. The Association of Chief Police Officers (ACPO) team consists of a Chief Constable, deputy chief constable (DCC), assistant chief constable (ACC) and director of finance. A director of human resources (HR) has recently been appointed. The Chief Constable retired in June 2005, having been in post for 3½ years, and the new Chief Constable will take up the post in July 2005. The new ACC was appointed in January 2005 and the DCC was appointed in September 2004, having occupied the ACC post for nearly three years. The director of finance has been in post for 19 years and the director of HR was appointed in February 2005; this post was reintroduced after nearly three years, with its responsibilities having been split between senior managers. The three territorial basic command units (BCUs) are located at Bedford, Dunstable and Luton. The appointment of a new police authority (PA) chair in 2005 and the changes to the chief officer team will themselves present significant opportunities for policing the communities of Bedfordshire.

As at 31 March 2005 there were 1,221 police officers, 827 police staff and 207 special constables. Within the police staff numbers the force has 40 police community support officers (PCSOs). The force is also assisted by 41 volunteers with responsibilities for customer contact including staffing police station enquiry offices.

Resources are managed under business portfolios held by each member of the chief officer team, in recognition of an increased public expectation and demand for policing services. The force operates in an environment of highly devolved financial responsibility to BCUs and other operational service areas, ensuring that there are clear lines of accountability underpinned by the 'decision conferencing' budget prioritisation process that ensures resources are appropriately allocated. Significant progress has been made on activity-based costing (ABC) and development of mechanisms that demonstrate the links between resource investment and performance. Resolution of the major incident at Yarl's Wood Detention Centre in respect of the ongoing lawsuit still presents a potentially significant resource challenge to Bedfordshire Police.

Bedfordshire Police aims to reduce crime, promote public safety and provide assistance while maintaining a citizen focus in all activities. These aims are supported by a range of strategies that place emphasis upon the importance of an intelligence-led, problem-oriented, community-based style of policing. Progress towards a community engagement and neighbourhood policing ethos is gathering pace and clarity with the appointment of a new chief officer lead, and the force strives to deliver this service through locally-based policing that forges links with the community and partner agencies. Bedfordshire's response to the demands of the community combines a geographically-based policing style with a commitment to visibility and accessibility. The commitment to policing Luton Airport adds to the demand on the force's established and experienced staff. It has also lost some experienced criminal investigators and patrol staff to other forces and agencies. This continues to impact the force's overall investigative capability and its opportunities to develop relevant expertise, notwithstanding the successful recruitment drive for new probationary constables.

Detailed performance tables are set out in Appendix 1 to this report, but, in summary, Bedfordshire's performance in the key crime categories during 2004/05 was much improved over the previous year, driven by a renewed ACPO-led commitment to focus on performance improvement, in particular surrounding detection of recorded offences. The introduction of the new crime recording unit in April 2005, together with significant investment in new technology, has resulted in a number of significant changes that make the crime management process both more victim focused and more timely. Performance in 2004/05 has seen reductions in burglary and vehicle crime but a rise in recorded violent crime, which is being addressed by the force, working with partners through the LutonSafe and BedSafe initiatives. The force has achieved success in meeting crime detection targets, with it achieving its highest ever number of detections in 2004/05; productivity in terms of detections per officer is only bettered by two forces in England and Wales.

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

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

1   Citizen Focus (Domain A)

Bedfordshire Police has progressed relationships with its many diverse communities and is working towards better identifying their needs and delivering a service that meets them in a customer-focused way. The new crime reporting unit has already yielded some positive early outcomes. There is clear evidence to the mainstreaming of diversity from the top of the organisation and an additional focus this year on improving the quality of service. The move towards neighbourhood policing is gathering pace and the foundations are in place to develop a cohesive policing style that will place the customer at the heart of policing activity.

1A   Fairness and Equality

Good

Strengths

- There is evidence of commitment at chief officer level to ensure the mainstream delivery of equality of service to all through the equality and diversity project board (EDPB) which is chaired by the Chief Constable and unites the internal and external diversity perspectives.

- Divisional equality and diversity groups underpin and mirror the force EDPB structure. They meet quarterly to discuss progress on action plans. External scrutiny on these groups exists through the presence of PA and independent advisory group (IAG) members. Internally, the DCC scrutinises equality of service performance through his quarterly performance review process.

- The EDPB monitors a suite of fairness and equality performance indicators that are produced by the force relating to customer confidence/satisfaction, stop/search, proportionality, complaints, grievances and employment tribunals.

- The community action department (CAD) scrutinises data relating to S95 Criminal Justice Act 1991 and associated data to inform the Bedfordshire race equality scheme (RES) and action plan.

- The force IAG monitors force policies and delivery of service. The force utilises the IAG structure tactically to link its diversity expertise with critical and major incidents.

- The force has created matrices in response to recommendations in national reports in order to secure compliance in appropriate areas. These are linked to force activity and to bring about necessary changes to the RES.

- The force has made good progress on Disability Discrimination Act 1995 compliance. The diversity manager has reviewed provision for the Act within the force and has produced an information video and a 26-point action plan.

- Bedfordshire Police harnesses information on the needs and expectations of its local communities in various ways: divisional CADs have established local community linkages and carry out community impact assessments (CIAs); consultation is carried out through the IAG structure; and the business management department undertakes survey work which is fed into the EDPB structure.

- Diversity training is mandatory for all staff. Bedfordshire Police is implementing the learning requirement from the race and diversity programme for 2005/09. The IAG has an input into the design, delivery and evaluation of diversity training; community-based training is incorporated into the probationer training programme.

- Bedfordshire Police has a good working relationship with partners to improve equality of service delivery. Examples include the Luton multi-agency racial incident group (LAMRIG) and third-party anonymous reporting systems through True Vision and Tell

Us schemes.

- Bedfordshire Police reviews its RES annually and feeds learning from the national best practice group into the plan. There are also systems to monitor progress and secure action.

- During 2004/05, 53.2% of violence against the person offences were detected for white victims while 48.3% of offences were detected where the victims were from black and minority ethnic (BME) groups. The overall detection rates for both white victims and BME victims were significantly above the MSF average and there was also a lesser difference in service levels than the MSF average.

- There were 0.46 racially or religiously aggravated offences per 1,000 population in 2004/05 compared with 0.36 the previous year, placing the force third in the MSF group and 19th of forces in England and Wales.

- The force detected 38.0% of racially or religiously aggravated offences in 2004/05, an improvement of 1.3% compared with the previous year. This places the force third in the MSF group and 26th of the 43 forces in England and Wales.

Areas for Improvement

- There is a significant variance in the perception of the quality and delivery of diversity training among staff. Bedfordshire Police has funded consultants to conduct research into proportionality in Luton and will promulgate the results regionally.

- There is a strong focus on the process to secure fairness and equality but the cultural ethos has yet to permeate throughout Bedfordshire Police.

- The ACC is leading the development of a community cohesion strategy.

- The percentage of victims of racist incidents satisfied with the overall service provided in 2004/05 was 55.6% compared with an MSF average of 74.3%.

- The percentage of white users satisfied with the overall service provided in 2004/05 was 76.5%, marginally below the MSF average of 77.3%. The percentage of minority ethnic users satisfied was 66.3% compared with an MSF average of 72.3%. The difference between satisfied rates of white and BME users was above the MSF average.

	Fair	Improved

1B Neighbourhood Policing and Community Engagement

Strengths

- The ACC is the ACPO lead on areas of plural policing and the extended police family, which will be drawn together through the neighbourhood policing project, established through the business change programme. The project team will include key members of the PA, divisional representation, members of the diversity unit, information technology (IT) and estates departments, the head of CAD, the head of corporate development and members of the extended police family who will undertake several discrete areas of work.

- The style of neighbourhood policing is mainstreamed into territorial operational activity.

- The force has developed an abstraction policy for community beat managers that advocates closer working through an ongoing presence within the communities they serve.

- The force offers much evidence to support an effective response and intervention to address community concerns, such as Operation Acrostic in Bedford to address school holiday anti-social behaviour (ASB) and environmental action days with partners from the fire service and council to address community concerns about abandoned vehicles and fly tipping.

- The PA has improved the attendance of community members at local community groups by utilising the services of a media company and writing to people in the locality of the next meeting.

- There are good strategic links concerning neighbourhood policing issues at PA, local strategic partnership, local authority and crime and disorder reduction partnership (CDRP) levels.

- The extended police family board, chaired by the ACC, addresses the role of PCSOs at a strategic level.

- There are internal and external performance management systems in place to hold senior managers to account for their delivery of neighbourhood policing priorities. At CDRP executive group level, a monitoring and tracking template is used to monitor progress against objectives.

- The restructuring of the Luton community policing team as the neighbourhood policing pathfinder has aligned community officers, PCSOs and the Special Constabulary to recognised council ward areas. The other two divisions have developed neighbourhood policing practices.

- The stakeholder process at Luton and Dunstable BCUs is an intensive consultation and feedback mechanism that informs the development of local policing and delivery plans.

- There are established protocols for data/information sharing with partners at the BCU level.

Areas for Improvement

- The ACC is developing a neighbourhood policing strategy to provide a direction for closer working between police, partners and communities.

- There is no definition of neighbourhood policing, although the development of the neighbourhood policing strategy should provide clarity on this issue in due course.

- Neighbourhood policing has not been fully integrated into core policing activity such as call handling.

- A multi-agency ASB task force will be implemented by Luton CDRP to be restructured along similar lines to the Luton community policing team.

- Despite a review by the force on community engagement and the role of the CAD, this department is still not fully engaged; it is viewed as a 'bolt on' to other force activity and there is a lack of clarity regarding its role in the future neighbourhood policing structure. This is now being addressed by the force.

- Community intelligence is harnessed at level 1 but there is no clear linkage to the level 2 National Intelligence Model (NIM) process.

- There are no measures in place to afford beat managers access to appropriate training for their role.

- The performance management regime that holds senior managers to account for delivery of neighbourhood policing priorities is not fully embedded at lower levels.

- The force has designated PCSOs with only some of the powers available to them through legislation.

- The force has strived hard to improve performance on crime detection, which has impacted progress on neighbourhood policing and community engagement. The chief officer team has refocused efforts, with the ACC now restoring this balance.

- The percentage of people who think their local police do a good job was 40.8% in 2004/05; this was below the national average of 48.6% and placed the force bottom in its MSF group, which had an average of 47.0%.

1C   Customer Service and Accessibility

Good	Stable

Strengths

- There are some positive early outcomes from implementation of the crime reporting unit (CRU), including 97% input of crimes within 24 hours compared with 30% previously.

- Performance in relation to customer care issues/quality of service provision is tested by the DCC as part of the quarterly performance review process on territorial and support divisions. Quality of service issues are reflected in the performance development reviews (PDRs) of divisional management teams.

- The DCC's focus on quality issues, in addition to hard target outcomes, during his quarterly performance and review process will provide the leadership impetus for quality service from the top of the organisation.

- NVQ (National Vocational Qualification)-level training in customer care has been provided to police staff in customer-facing roles such as the call-handling centre (CHC) and front offices. Additionally, Luton University has designed and delivered a customer training programme to all staff at Luton BCU.

- The HR strategy and plan link customer care with the achievement of organisational objectives.

- The Best Value review (BVR) of victim and witness care is not yet complete but has already yielded key recommendations that have been fast-tracked to implementation, such as provision of victim/witness care leaflets in languages relevant to Bedfordshire communities, the implementation of the CRU, and a DVD on customer care.

- A customer service package has been developed at Bedford BCU and has been promulgated force-wide.

- Key policies, such as the force crime policy and repeat victimisation policy, define standards of treatment for victims and witnesses.

- Customer requirements are determined through the monitoring of quality of service surveys at force level and through additional survey work geared towards identifying the needs of local communities. Consultation for the BVR of victim and witness care was a key mechanism to inform service delivery.

- The estates strategy was informed by internal and external consultation and an access audit. Identified building needs and public access issues have led to work such as provision of mobile police stations and custody suites and a corporacy in the standard of enquiry offices based on HMIC's *Open All Hours* principles.

- There is good partnership involvement to provide customer service and increase accessibility at the divisional level, eg Home Watch and Luton Safe, and at beat level, eg parish councils and local community groups. In addition, beat managers have established surgeries and 'cop shops' with partners in local communities.

- The force had 91.7% of PA buildings open to the public which were suitable for and accessible to disabled people during 2004/05, placing it second in the MSF group.

Areas for Improvement

- The implementation on 11 April 2005 of the CRU has highlighted the need for better management of demand and clarity in its performance indicators.

- The head of the professional standards department (PSD) will take the force lead of quality of service complaints to provide a greater overview once Home Office direction and control guidelines have been finalised.

- The No Witness, No Justice programme will provide for dedicated witness care units to improve the provision of information to, and care of, witnesses.

- There are no clearly-defined generic service quality or charter standards for Bedfordshire Police.

- The percentage of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions (RTCs) very or completely satisfied with making contact with the police in 2004/05 was 64.4%, which was below the MSF average of 68.3%.

- The percentage of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with action taken by the police in 2004/05 was 55.1%, which was below the MSF average of 57.5%.

- The percentage of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to being kept informed of progress in 2004/05 was 38.5%, below the MSF average of 39.8%.

- The percentage of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with their treatment by staff in 2004/05 was 67.7%, which was below the MSF average of 70.8%.

- The percentage of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with the overall service provided in 2004/05 was 55.8%, below the MSF average of 56.4%.

- The percentage of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to making contact with the police in 2004/05 was 84.9%, which was below the MSF average of 87.9%.

- The percentage of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with action taken by the police in 2004/05 was 72.6%, which was below the MSF average of 76%.

- The percentage of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to being kept informed of progress in 2004/05 was 57.7%, below the MSF average of 58.2%.

- The percentage of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with their treatment by staff in 2004/05 was 84.8%, which was below the MSF average of 87%.

- The percentage of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with the overall service provided in 2004/05 was 75.3%, which was below the MSF average of 76.8%.

- The percentage of victims of racist incidents very/completely satisfied with the overall service provided in 2004/05 was 11.1% compared with an MSF average of 54.1%.

- The percentage of victims of racist incidents satisfied with the overall service provided in 2004/05 was 55.6% compared with an MSF average of 74.3%.

1D Professional Standards

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

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

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

2   Reducing Crime (Domain 1)

The drive for detections in 2004/05 detracted temporarily from crime reduction, but the force is cognisant of this fact and is now steering a path that will additionally focus on crime reduction and thus redress the balance. Successful outcomes this year have included reductions in total recorded crime, dwelling burglaries and vehicle crime. Partnership working is well structured and established at strategic and tactical levels. Hate crime structures and mechanisms that address the needs of Bedfordshire's most vulnerable citizens are being embedded into force activity and work is ongoing to ensure that incidents of hate crime are captured, recorded and investigated in a robust and professional way.

2A   Reducing Hate Crime and Crimes against Vulnerable Victims

Good	Improved

Strengths

- There is clear leadership for hate crime reduction through the DCC and a focus through the board structure via the EDPB, which is chaired by the Chief Constable and incorporates the analysis and discussion of data collected under S95 Criminal Justice Act 1991. This dialogue cascades rationally to the divisional level through local equality and diversity structures.

- Monitoring of hate crime and excellence in community and race relations are standing items on the agenda for the DCC's quarterly performance review process.

- Each division has a community safety strategy within the CDRP that incorporates specific elements of hate crime.

- There is good multi-agency working to reduce incidents of hate crime such as LAMRIG's 3/5-year plan and established mechanisms for reporting of hate crime through the True Vision and Tell Us schemes in addition to third-party reporting through partners. Luton BCU has developed a hate crime roadshow for the Muslim community where incidents of hate crime can be reported anonymously.

- Tackling hate crime is addressed and resourced through the NIM structure at levels 1 and 2 and daily tasking meetings. Locally prepared weekly CIAs also feed these processes.

- Each territorial division has a hate crime structure with dedicated hate crime investigators.

- The CAD carries out systematic quality checks on all reported incidents of hate crime, in addition to processes that are already established on territorial divisions.

- Bedfordshire Police child protection (CP) structures are HQ-based and deal with all CP referrals and investigations. There is synergy with the Bedfordshire CP model and the national CP manual, which was published in 2005.

- CP is included specifically within the force's strategic plan and within annual policing plans.

- The recording procedures for child abuse cases are supported by computer automated tracking (CAT) IT. Its functionality includes the provision of management information that feeds performance review processes by the department head and the DCC.

- Each child protection team (CPT) detective sergeant carries out quality control and supervision of child abuse cases within their team.

- Bedfordshire is in the process of moving from a county-wide area child protection committee (ACPC) to two multi-agency 'safeguarding children' boards (one for Luton and the other for the rest of the county). Underpinning these structures are a number of multi-agency working groups covering quality assurance (QA), training and the review of serious cases. Terms of reference are being drafted with police consultation.

- There is good evidence of a partnership approach to child abuse investigation. There is formal police engagement through strategy meetings and CP conferences and informal engagement through daily contact with a myriad of partners and external organisations.

- All CPT staff are trained in 'achieving best evidence' (ABE).

- CPT staff are appropriately skilled in child investigation. All are detectives or are working towards accreditation on the trainee investigator programme and all new staff are tutored/mentored for the first month.

- CPT staff undergo compulsory visits to occupational health every six months to safeguard their welfare. Additionally, access to occupational health is available on request.

- CPT staff have access to the Police National Computer (PNC), command and control, crime recording and intelligence IT to inform investigation activity and to feed intelligence back into appropriate systems.

- The CAT database has been made available to domestic violence unit (DVU) staff to ensure that appropriate action is taken and activity is recorded when incidences of DV involve the presence of children.

- The DCC is the lead for DV through his membership of the recently-formed Bedfordshire and Luton domestic multi-agency strategy group which also includes representatives from health, social services, CDRPs, education, the Crown Prosecution Service (CPS) and the probation service. Underpinning this structure, the head of CPT attends the DV strategy commissioning group as the police practitioner lead.

- Bedfordshire Police has reviewed the provision of service delivery for DV issues. The DV improvement plan yielded an action plan and a number of strategic measures which are being implemented, eg an IT solution that will record incidences of DV and sit alongside the existing CAT child abuse investigation system.

- There is a clear performance management and accountability framework for DV through the DCC's quarterly performance review process.

- Each territorial BCU has a DV structure that incorporates skills and expertise in this area.

- Standard operating procedures for DV have been published.

- DV is specifically included within the force's strategic plan and within annual policing plans.

- During 2004/05 arrests were made in 70.4% of DV incidents where there was a power of arrest, an improvement of 2.5% compared with the previous year. This was significantly higher than the MSF average.

- The force detected 38.0% of racially or religiously aggravated offences in 2004/05, an improvement of 1.3% compared with the previous year. This places the force third in the MSF group and 26th of the 43 forces in England and Wales

- There were 0.46 racially or religiously aggravated offences per 1,000 population in 2004/05 compared with 0.36 the previous year, placing the force third in the MSF group and 19th of forces in England and Wales.

Areas for Improvement

- The CAD will progress work to ensure that all incidents of hate crime are captured and recorded.

- The child abuse investigation (CAI) database is to be made available to CHC staff (with appropriate safeguards) to facilitate the provision of timely and accurate information to officers requesting it from incident/crime scenes.

- There are no links with child abuse to NIM processes at levels 1 and 2.

- There is not a fully integrated CP policy. Existing CP policy covers first response only.

- The force has identified a gap in the provision of investigation and access to appropriate skills relating to adult protection issues. Currently, the skills and expertise are HQ-based within the CPT but cases are referred back to territorial divisions for investigation where the child/adult protection skills base is limited.

- There is neither a DV strategy nor a corporate structure for DV. Without any guidance or suggested staffing levels, territorial divisions have created and resourced their own DVUs, which vary greatly in size and terms of reference. A DV policy aimed at front-line officers is accessible via the intranet.

- There is a lack of risk assessment training for staff in DVUs.

- Bedfordshire Police will look to co-locate the dedicated public protection unit with the multi-agency police protection arrangements (MAPPA) co-ordinator and probation service staff during 2005.

- During 2004/05 79.0% of domestic violent incidents involving partner-on-partner violence, where there was a power of arrest, resulted in an arrest compared with 90.2% the year previous. This was below the MSF average.

2B   Volume Crime Reduction

Fair	Improved

Strengths

- Force and divisional control strategies set strategic priorities for volume crime reduction. NIM processes underpin the deployment of resources in the long, medium and short term through divisional and force tasking group meetings. Divisional daily tasking meetings are an accountable mechanism that incorporate a review of volume crime over the previous 24 hours.

- Crime hotspots are identified through crime analysis and presented at level 1 and level 2 tasking and co-ordination group (TCG) meetings, where tactical plans are agreed and adhere to the prevention, intelligence, enforcement principles with a range of options over the long, medium and short term.

- The crime registrar role is underpinned by auditing functionality on each of the three territorial divisions and expertise ensures good levels of accuracy in respect of compliance with Home Office counting rules. In the recent National Crime Reporting Standard (NCRS) audit the force secured an overall Green grading.

- National Management Information System (NMIS) IT is utilised at the force level to analyse performance on a daily, weekly and monthly basis and facilitates action to address fluctuations in volume crime performance. This analysis forms part of the DCC's robust performance management regime and is replicated at divisional level through daily tasking meetings.

- There is good evidence of innovative tactics to reduce volume crime. At the strategic level, led by the DCC, the repetitious demand project identifies the top 20 repetitious demand locations, which are reviewed and resourced by BCU commanders. They are held to account for crime reduction performance in these locations as part of the DCC's quarterly performance review process.

- The DCC is the proactive leader in volume crime reduction through robust and testing performance management mechanisms, formally on a quarterly basis although the ethos is now manifest among senior managers. The DCC also demonstrates leadership and commitment to volume crime reduction through the chair of the level 2 TCG process.

- The crime reduction target-setting process is underpinned by force planning processes, strategic assessments and performance information. Targets are set in line with emerging CDRP priorities and reflect local issues. No target is set in isolation and overall consultation takes place at the divisional commanders' operations group (DCOG). Crime reduction targets are owned by the head of crime.

- Crime reduction initiatives are evaluated as part of the NIM process and good practice is disseminated through various force meeting structures such as the DCOG, the crime users group and beat managers group.

- Divisional action plans for the reduction of burglary, vehicle crime and violent crime have been devised and are monitored through the various divisional meeting and accountability structures.

- Home Office good practice guides are used to inform crime reduction activity at force and divisional levels. Key elements are incorporated into the production of crime reduction circulars and of divisional target and problem profiles.

- The alcohol referral and deferred decision programme uses funds from the recovered assets fund to link first-time offenders with alcohol treatment intervention

and takes priority over the fixed penalty disposal process. Recent evaluation of this scheme was positive.

- The force has achieved improved results for total recorded crime per 1,000 population, which reduced by 7.1% in 2004/05 compared with the previous year, and significant reductions in the number of burglaries of dwellings and vehicle crimes per 1,000 population in 2004/05.

- During 2004/05 there were 4.3 violent crimes committed by a stranger per 1,000 population, an increase of 28.8% on the previous year but remaining below the MSF average of 8.35 and the national average of 9.9 violent crimes.

- There were 1.23 offences of violent crime committed under the influence of intoxicating substances per 1,000 population during 2004/05; this is a 48.2% increase on the previous year but remained significantly below both MSF and national averages.

- During 2004/05, there were 1.48 offences of violent crime committed in connection with licensed premises per 1,000 population, an 11.4% increase on the previous year but below the MSF average.

- During 2004/05, 6.6% of domestic burglaries were of property that had been burgled in the previous 12 months, a marginal increase compared with the previous year. This was slightly better than the MSF average.

Areas for Improvement

- There is a corporate approach to problem solving which incorporates a variety of problem-solving models, although the force is looking to Hertfordshire Constabulary to build on this experience.

- The drugs and serious crime unit (DASCU) has a surveillance capability that is currently hampered by the failure of 9 from 12 officers to complete the national surveillance course. The force is addressing this issue and developing a solution.

- The force has achieved a reduction in total recorded crime per 1,000 population of 7.1% to 101.04 crimes but this remains above the MSF average of 98.99 crimes, placing the force third in the MSF group and 26th of 42 forces.

- There were 16.53 burglaries per 1,000 households in 2004/05; this is a reduction from the 21.13 burglaries per 1,000 households experienced the previous year. Despite this achievement the force was fifth of the six force MSF and 33rd of 43 forces.

- Along with the national trend the force experienced a rise in violent crime to 20.54 offences per 1,000 population in 2004/05, a 14.3% rise on the previous year. This placed the force third in the MSF group and 28th of 42 forces.

- The number of robberies per 1,000 population increased marginally by 3.5% over the previous year with 1.79 offences in 2004/05. This resulted in the force being bottom of the MSF group and 38th of 42 forces.

- Vehicle crime reduced by 17.3% to 14.66 crimes per 1,000 population in 2004/05 but this was as compared with an average in the MSF group of 12.58 crimes per 1,000 population. This placed the force fourth in its group and 28th of 42 forces.

- There were 13.24 violent crimes committed in a public place per 1,000 population during 2004/05, which is an increase of 10.2% on the previous year and above the MSF average of 12.9 offences.

- There were 0.62 life-threatening crimes and gun crime per 1,000 population in

2004/05, the same figure as the previous year. This was higher than the MSF average of 0.44 and placed the force fifth in its group.

- The percentage risk of an adult being a victim of a personal crime (excluding sexual offences) once or more in the previous 12 months increased by 0.4% to 8.7% in 2004/05 compared with a national average of 5.3%, placing the force fourth in its MSF group, which had an average of 8.1%.

- The percentage risk of a household being victim once or more in the previous 12 months of a household crime increased by 1.3% to 23.5% in 2004/05 compared with a national average of 17.9%, placing the force fifth in its MSF group, which had an average of 19.9%.

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

Strengths

- There is a clear partnership structure throughout the county, from the local strategic forum through local strategic partnerships and CDRPs.

- There is good evidence of compliance with information and data sharing protocols that have had a practical impact, such as the securing of anti-social behaviour orders (ASBOs) for fly tipping and intimidating/threatening behaviour.

- BCU support for CDRP work such as audit and analysis is evident through such activity as seconding a partnership officer to work with the Safer Luton partnership and an administrative officer to address CDRP needs. On a less permanent basis, divisions have resourced CDRP auditing and analysis needs to meet partnership expectations.

- CDRP work is supported at force level through the involvement of the head of corporate support in CDRP target-setting processes and strategy development. Additionally, the force carries out survey work to assist CDRP audit and analysis functions.

- Intelligence from partners has informed NIM processes with outcomes such as the determination of locations for environmental action days involving the fire service and establishing 'no cold caller zones' to address distraction burglaries and bogus callers, involving HM Revenue and Customs Trading Standards and local authorities.

- Chief officer leadership on partnership issues is evident through the attendance of the ACC at the local strategic forum, which has oversight of local strategic partnership activity. At the divisional level, BCU commanders have membership of local strategic partnerships and chair CDRPs.

- The CAD superintendent links CDRP activity and identifies good practice.

- In recognition of the force strategic objective 'excelling in partnership work', the functional area of community and partnership at Luton is headed by a superintendent and Dunstable and Bedford divisions have each appointed a partnerships inspector.

- Both the force and CDRPs are working towards achieving synergy between the next CDRP community safety action plan and the force strategy 2005–08. Objective/priority setting and action planning is carried out in consultation with statutory partners.

- The combined force/drug action teams (DATs) drugs strategy is linked to CDRPs through DAT co-ordinators. Initiatives such as the drug deferred decision scheme also link the strategy to partner agencies.

- There is evidence of good joint working between the CAD, DAT and CDRPs such as the drug referral programme and custody needle exchange initiatives.

- The flow of information between DATs and CDRPs was problematic but has improved with the intervention of the CAD.

- A number of funding streams have been integrated to facilitate joint action by partners in addressing drug abuse issues.

- There is co-ordination at HQ for funding bids through close working between divisions and the HQ finance, income generation and risk management functions.

- The force benefits from an excellent project management function. Evaluation is a key feature of projects and initiatives that is incorporated at the outset and such projects and initiatives are monitored for cost, time, resources and outcomes.

- The DCC and CDRP hold BCU commanders to account for achievement of CDRP targets. The DCC's quarterly performance review process examines partnership working issues; CDRPs hold divisional commanders to account for police performance against joint targets.

- The force has achieved improved results for total recorded crime per 1,000 population, which reduced by 7.1% in 2004/05 compared with the previous year, and significant reductions in the number of burglary dwellings and vehicle crimes per 1,000 population in 2004/05.

Areas for Improvement

- The ACC is leading on the development of a partnership strategy as part of broader work involving the PA.

- Current levels of development of problem-solving policing models are not sufficiently embedded to best secure the linkages between partnership activity and neighbourhood policing.

- Not all local authorities within the force area are coterminous with BCUs, although Luton BCU is coterminous with the unitary authority.

- While the partnership dialogue is well established at local levels, strategic partnership linkages are unclear.

- There were 16.53 burglaries per 1,000 households in 2004/05, a reduction from the 21.13 burglaries per 1,000 households experienced the previous year. Despite this achievement the force was fifth of in its MSF group and 33rd of 43 forces.

- Along with the national trend the force experienced a rise in violent crime to 20.54 offences per 1,000 population, a 14.3% rise on the year previous. This placed the force third in the MSF group and 28th of 42 forces.

- The number of robberies per 1,000 population increased marginally by 3.5% over the previous year with 1.79 offences in 2004/05. This resulted in the force being bottom of the MSF group and 38th of 42 forces nationally.

- Vehicle crime reduced by 17.3% with 14.66 crimes per 1,000 population, but this was compared with an average in the MSF group of 12.58 crimes per 1,000 population. This placed the force fourth in the group and 28th of 42 forces.

- Total recorded crime per 1,000 population decreased by 7.1% to 101.04 crimes, but this remained above the MSF average of 98.99 crimes and placed the force third in the MSF group and 26th of 42 forces.

- There were 0.62 life-threatening crimes and gun crime per 1,000 population in 2004/05, the same figure as the previous year. This was higher than the MSF average of 0.44 and placed the force fifth in the MSF group.

- The percentage risk of an adult being a victim of a personal crime (excluding sexual offences) once or more in the previous 12 months increased by 0.4% to 8.7% in 2004/05 compared with a national average of 5.3%, placing the force fourth in its MSF group, which had an average of 8.1%.

3   Investigating Crime (Domain 2)

The drive towards crime detections in 2004/05 yielded a good suite of performance results and additionally this year will focus on qualitative investigation-related issues. The Green grading for NCRS compliance indicates the efficacy of existing force processes and is a solid foundation from which to build. Underpinning crime investigation is a well-led, innovative and progressive forensic science function, which is fully integrated into force activity. Progress has been made in tackling level 2 criminality and the force is cognisant of the work required in the year ahead. The reorganisation of the criminal justice function will be a significant step-change for the force with the promise of success in the future.

3A   Investigating Major and Serious Crime

Fair

Strengths

- Policies and procedures for identifying critical incidents and setting up major investigations are outlined in the major crime procedure manual.

- Call-handling staff have received training in the identification of critical incidents and utilise the set call-handling incident management procedures (CHIMPs) as an aide-memoire.

- Superintendents have received critical incident training and all sergeants have received a briefing on critical incidents by the former head of crime.

- The scientific services department has disseminated a 'scene guard' aide-memoire to all front-line officers to ensure that major crime and critical incident scenes are secured and preserved.

- All major investigations are led by detective chief inspectors or superintendents who are qualified as senior investigating officers (SIOs). Some 11 detective inspectors are trained as deputy SIOs and are accredited to National Crime and Operations Faculty standards. On initial training, all SIOs are given the opportunity to shadow more experienced officers. The head of crime has oversight of all major investigations and is also qualified as an SIO.

- The Chief Constable has sanctioned the training of two non-detective superintendents in SIO modules to build resilience into the SIO role.

- Management information such as time, costs and abstraction rates for major incidents is collated.

- CIAs are completed for all major incidents and proactive operations. There are mechanisms in place for seeking advice and guidance from IAG members and community leaders where a vulnerable or a member of the minority ethnic community has been involved.

- CIAs are routinely completed in respect of authorities under the Regulation of Investigatory Powers Act and in any operation where community confidence might be impacted as a result of ongoing police presence or covert activity, eg Operations Rhyme and Crevice where community contacts were fully utilised during anti-terrorist operations in Luton.

- An SIO best practice group has been established to examine all major incidents and to determine best practice. This group incorporates key players such as call handlers.

- The major incident unit has employed ten HOLMES (Home Office Large Major Enquiry System) indexers who will become skilled in other areas of major incident

management, eg exhibits officers, when they have consolidated their HOLMES experience.

- A major crime unit exists but it has no permanent investigative arm. The force has established a protocol for calling upon divisional resources, and staff from the DASCU will also resource major investigations.

- The force follows guidance set out in the major crime manual for the monitoring and review of ongoing enquiries. The DCC and head of crime carry out a weekly review of all major investigations and operations, where resourcing levels are analysed and set against force and local priorities. This review informs further dialogue with BCU commanders and at the force personnel meeting.

- The call-out procedure to ensure that appropriate staff are alerted promptly in the case of a major/critical incident is documented as force policy and accessible via both the force intranet and through the night duty detective capability.

- The force is compliant with the major incident room standardised administrative procedures (MIRSAP) manual in respect of the staffing levels and skills required to resource a major investigation.

- The conduct of major investigations complies with guidance set out in the ACPO murder investigation and MIRSAP manuals. HOLMES is used for incidents that fall within set criteria, but this option is now more widely available with the recent employment of ten HOLMES indexers.

- The force has established Agentware software to link crime, intelligence, command and control, firearms and warrants systems. The software also has single point cross-searching capability.

- The force has systems in place to properly respond to unexplained deaths in communities and institutions. Coroners' offices are responsible for maintaining records of death by establishment and this capability has led to one such ongoing investigation (Operation Caribou).

- Briefing takes place on a daily basis during the course of a major investigation. Lessons learnt are taken to both the twice-yearly heads of the Criminal Investigation Department (CID) meeting (all officers of detective inspector rank and above) and the six-weekly crime management steering group meeting for discussion, evaluation and dissemination where appropriate.

- The force detected 100% of recorded abductions in 2004/05 as against an MSF average of 37.0%, placing the force top of the MSF group and in the first quartile of forces in England and Wales.

- There were 0.19 blackmail offences per 10,000 population in 2004/05; this is lower than the MSF average of 0.24 offences and placed the force third in the MSF group.

- The force detected 27.3% of these offences in 2004/05, representing an increase of 11.9% on the previous year's performance and placing the force second in its group, which has an average of 24%.

- There were 0.139 murders per 10,000 population in 2004/05, with numbers remaining the same as the previous year. Compared with the MSF group, the force experienced a higher than average number resulting in it being placed bottom of the group and 32nd of the 42 forces. However, first quartile performance was achieved in detecting these offences with the force top of the MSF group and ninth of the 43 forces. No manslaughter offences were recorded.

- The percentage of rapes detected rose by 2.2% to 23.3% in 2004/05; this is marginally above the MSF average and places the force third in the group.

Areas for Improvement

- There is no set critical incident policy or procedure that defines the critical incident process and no differentiation between major and critical incidents.

- The major crime procedure is undergoing a review.

- There is a great variance and a lack of clarity in the application of procedures for agreeing, allocating and reviewing resources for major crime. The process is not viewed by divisions as being wholly equitable.

- Widespread awareness of critical incidents is not evident among front-line staff.

- Work is in progress to develop a robust performance management regime for major incidents that incorporates qualitative assessment.

- The force is progressing work to ensure that closure reports for major enquiries/incidents are completed in all cases.

- Cold case reviews are conducted by the head of crime in respect of unsolved cases of homicide and rape over the last 25 years. MIRSAP guideline review timescales have slipped as a result. The force is seeking collaboration with Hertfordshire Constabulary on cold case reviews and also on tactical support/'hi tech' issues.

- Investigative interviewers will be selected and trained to level 5 during 2005.

- Although Osman options have been embedded, there is little evidence of proactive analysis of homicide precursor events.

- Investigative interviewers will be selected and trained to level 5 during 2005.

- The number of abductions per 10,000 population in 2004/05 increased marginally to 0.035 and, although actual numbers of cases are relatively low, resulted in the force being fourth in the MSF group and 35th of 42 forces.

- There were 0.21 attempted murders per 10,000 population in 2004/05 compared with an MSF average of 0.14, resulting in the force being bottom of the group and 39th of the 43 forces. With 50% of these offences detected in 2004/05, the force did not compare well with the MSF average at 67.7%. This places the force bottom of the MSF group and 39th of the 43 forces.

- Although actual numbers were relatively low, reported kidnappings rose during 2004/05 to 0.85 crimes per 10,000 population. This placed the force fourth of the MSF group and 32nd of the 43 forces. Detection rates were also below the MSF and national averages at 36.7%, placing the force fourth of the six in the MSF group and 32nd of the 43 forces

- There were 2.84 rapes per 10,000 population in 2004/05; this is a rise of 10.9% from the previous year. Overall numbers remained marginally below the MSF average of 2.89, but above the national average of 2.65. This placed the force third of the MSF group but 32nd of the 42 forces.

- There were 0.62 life-threatening crimes and gun crimes per 1,000 population in 2004/05, the same figure as compared with the previous year. This was higher than the MSF average of 0.44 and placed the force fifth in the MSF group.

3B   Tackling Level 2 Criminality

Fair

Strengths

- The DCC is the chief officer lead for level 2 crime through his chair of the force level 2 tasking and co-ordination meeting and his direct involvement in all decision-making processes at level 2. His leadership has also provided clarity in the aims, objectives, outcomes and accountability for level 2 processes.

- The twice-yearly force level 2 strategic assessment analyses criminality and dictates the force control strategy. It directly informs the regional control strategy and intelligence requirement through circulation to regional analysts and the National Criminal Intelligence Service (NCIS). In turn, the regional requirements are fed into the Bedfordshire NIM process through the tactical advisory group process, which defines tactics for ratification at the level 2 TCG meeting.

- The force has appointed a senior analytical practitioner to develop linkages to the analytical capability on territorial divisions.

- The force has reviewed its NIM arrangements against the most recent publication of standards at the end of 2004 and has developed an action plan for compliance.

- The Eastern region has established an intelligence cell at Royston and forces have agreed information sharing and collation protocols for level 2 issues. Bedfordshire Police contributes to and receives from this process and has participated in joint operations such as Operation Navigate, in which the force is working with Hertfordshire Constabulary to target organised vehicle crime.

- The force participates in regional TCG, heads of CID and principal analysts meetings to ensure a regional overview of crime trends.

- Bedfordshire Police has formed a joint intelligence cell at Luton Airport with HM Revenue and Customs and the Immigration Service to facilitate better joint working and intelligence flows.

- The force is working jointly with other key Proceeds of Crime Act (POCA) agencies, such as the CPS, crown courts and magistrates' courts, in responding to and developing recommendations arising from the *Payback Time* thematic inspection report, in order to facilitate better joint working in the future.

- The force has developed monitoring and evaluation processes for level 2 crime using an evaluation template that measures deployment hours and costs in terms of arrest/recovery, and compares impact on crime levels prior to and following the activity.

- The force and PA have invested significantly in resourcing level 2. The DASCU has been fully established and the covert vehicle fleet augmented. Specialist training, eg test purchase management, has also been funded and undertaken. Resources dedicated to tackling level 2 criminality are experienced and appropriately trained.

- The force has a sound analytical capability with resources deployed at territorial divisions and HQ to address level 1 and 2 issues appropriately.

- There were 0.25 offences of trafficking in controlled drugs per 1,000 population, a rise of 39.0% compared with the previous year, but the force remains below the MSF average and was second of the MSF group and fourth of 42 forces.

Areas for Improvement

- A working group is responsible for actioning recommendations from the financial investigation thematic inspection. The financial investigation function will be divisionally based to improve linkages with local investigating capabilities.

- The perception from territorial divisions of the level 2 TCG process is of a 'closed shop' that makes resource allocation decisions around specialist resources without seeking a divisional input.

- The use of POCA measures is sporadic and not ingrained into force tactics. The force recognises this issue and will address it in the forthcoming year through training of territorial divisional staff.

- The force is working to develop robust and suitable performance indicators for the more 'challenging' elements of level 2 crime, such as credit card crime and source-handling performance.

- The force will bring specialist operations groups together over the next 12 months, which will allow for a more integrated and co-ordinated approach to level 2 issues.

- The force is developing an NCIS-style model to measure disruption and dismantling of organised crime groups.

- The lack of success by some DASCU staff at the national surveillance course has resulted in a diminished surveillance capability while the force seeks a solution.

- The force is restructuring the force intelligence bureau into a 'desk-based' capability to enhance the identification of level 2 targets and problems and to ensure that intelligence from the dedicated source-handling unit is properly assessed and developed.

- The force currently has no research capability. It anticipates that SPSS software will support analysts in the research function.

- Along with the national trend, the force experienced a rise in violent crime to 20.54 offences per 1,000 population, a 14.3% rise on the previous year. This placed it in the MSF group and 28th of 42 forces.

- There were 0.62 life-threatening crimes and gun crimes per 1,000 population in 2004/05, the same figure as compared with the previous year. This was higher than the MSF average of 0.44 and placed the force fifth in the MSF group.

- There was one joint operation between the force and the National Crime Squad in 2004/05, one less than the previous year and significantly less than the MSF average of 8.67 operations. There was also only one operation with HM Revenue and Customs, which is the same as the previous year but below the MSF average of 9.7 operations.

- During 2004/05 there were 12 confiscation orders, the same number as the previous year but below the MSF average of 15.9 confiscation orders. While the force achieved confiscation orders to the value of £3,469,704 in 2003/04, this reduced to £130,119 in 2004/05, below the MSF average of £560,390.

- There was only one forfeiture order in the force during 2004/05 compared with 15 the previous year. The value of these orders reduced from £18,040 in 2003/04 to £415 in 2004/05 as compared with an MSF value of £16,461.

- The force detected 86.3% of trafficking in controlled drugs offences, which is below both the MSF average of 95.2% and the national average of 91.7%. This placed the force bottom of the MSF group and 35th of the 43 forces.

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

Strengths

- There is clear leadership for hate crime reduction through the DCC and a focus through the board structure via the EDPB, which is chaired by the Chief Constable and incorporates the analysis and discussion of data collected under S95 Criminal Justice Act 1991. This dialogue cascades rationally to the divisional level through local equality and diversity structures.

- Monitoring of hate crime and excellence in community and race relations are standing items on the agenda for the DCC's quarterly performance review process, which holds BCU commanders to account.

- Performance against hate crime is scrutinised externally through the ACPO Eastern region race and community relations committee and the criminal justice strategy committee sub-group.

- There are strategy, policy, objectives and targets relating to hate crime at force and divisional levels. A hate crime database records specific searchable elements of hate crime that allow for the identification of, and action against, patterns of offending.

- The resources of other agencies have been successfully harnessed to assist hate crime: the police, race equality council, county council and housing associations have provided support to operate a race forum, which functions at the tactical level. The LAMRIG has a three to five-year plan to tackle race hate issues and provides an information-sharing forum.

- Tackling hate crime is addressed and resourced through the NIM structure at levels 1 and 2 and daily tasking meetings. Locally-prepared weekly CIAs also feed these processes.

- Force policy dictates that all hate crime will be investigated by divisional officers. Accordingly, each territorial division has a hate crime structure with dedicated hate crime investigators who supplement and enhance service delivery in this area and undertake investigation of more complex cases.

- The force was selected by the Home Office for research into police handling of racist incidents in 2004, due to its low number of reported incidents in comparison to other forces. This work was used as an opportunity to assess existing systems, identify any areas of weakness and enhance service delivery to the customer.

- The CAD carries out systematic quality checks on all reported incidents of hate crime, in addition to processes that are already established on territorial divisions.

- Hate crime is audited and dip-sampled by divisional auditors and the force crime registrar and local detective inspectors check crime records to ensure that investigation standards are met and detection opportunities realised.

- Bedfordshire Police is a signatory to the multi-agency adult protection protocol, holds strategy meetings and determines the way forward in respect of the care of vulnerable adult victims and witnesses.

- The force CP structures are HQ-based and deal with all CP referrals and investigations. There is synergy with the Bedfordshire CP model and the national CP manual, which was published in 2005.

- CP is included specifically within the force's strategic plan and within annual policing plans. The CAI strategy is updated annually. It demonstrates the linkages between CAI activity and force priorities and details the roles, responsibilities and core functions of the CAI.

- The recording procedures for child abuse cases are supported by CAT IT. Its functionality includes the provision of management information that feeds performance review processes by the department head and the DCC.

- Each CP team detective sergeant carries out quality control and supervision of child abuse cases within their team through monitoring of the investigating officer's log on the CAT database. Supervisors also monitor child victim and suspect interviews in real time.

- There are performance management mechanisms established within the CAI function. Information relating to the number of recorded crimes, their disposal, the number of cases undertaken and personal performance of each team member is provided on a quarterly basis to the head of crime, who meets with every supervisor. The DCC holds the divisional crime leadership team to account for CAI performance on a quarterly basis.

- Bedfordshire is in the process of moving from a county-wide ACPC to two multi-agency 'safeguarding children' boards (one for Luton and the other for the rest of the county) which have senior police representation. Underpinning these structures there is also police representation on a number of multi-agency working groups covering QA, training and the review of serious cases. Terms of reference are being drafted with police consultation.

- There is good evidence of a partnership approach to CAI. There is formal police engagement through strategy meetings and CP conferences, and informal engagement through daily contact with a myriad of partners and external organisations.

- All CPT staff are trained in ABE on a multi-agency basis. Additionally, appropriate CAI training is devised and delivered by the ACPC training team.

- CPT staff have integrated competency framework (ICF)-based role profiles and job descriptions and are appropriately skilled in child investigation. All are detectives or are working towards accreditation on the national initial crime investigators' development programme and all new staff are tutored/mentored for the first month.

- The force has invested in CAI IT and a purpose-built victim suite. Within the CAI function there has been a review of staffing to address the increasing demand to investigate cases concerning abusive images on the internet.

- CPT staff undergo compulsory visits to occupational health every six months to safeguard their welfare. Additionally, access to occupational health is available on request.

- CPT staff have access to PNC, command and control, crime recording and intelligence IT to inform investigation activity and to feed intelligence back into appropriate systems.

- The CAT database has been made available to the DVU staff to ensure that appropriate action is taken and activity recorded when incidents of DV involve the presence of children. There is a protocol in place between partner agencies to refer children in these circumstances.

- There are clear procedures in place for responding appropriately and promptly to reports of vulnerable missing persons. NIM-driven policy is published on the force

intranet and all cases are reviewed at the daily tasking meeting.

- The DCC is the lead for DV through membership of the recently-formed Bedfordshire and Luton domestic multi-agency strategy group, which also includes representatives from health, social services, CDRPs, education, the CPS and the probation service. Underpinning this structure, the head of the CPT attends the DV strategy commissioning group as the police practitioner lead.

- Bedfordshire Police has reviewed the provision of service delivery for DV issues. The DV improvement plan yielded an action plan and a number of strategic measures which are being implemented, eg an IT solution that will record incidents of DV and sit alongside the existing CAT child abuse investigation system.

- DV policy, guidance and standard operating procedures have been published on the intranet. The force has a long-standing positive arrest policy and mechanisms to ensure supervisory action in serious cases. An action plan for DV has been developed along similar lines to the 42-point action plan for burglary that was implemented in 2004.

- There is a clear performance management and accountability framework for DV, both through local accountability structures and the DCC's quarterly performance review process.

- Each territorial BCU has a DV structure that incorporates skills and expertise in this area, although the resourcing levels vary greatly. All staff working in the DV field have up-to-date job descriptions and role profiles. The DV officers have referral mechanisms to partner agencies to ensure that victims receive appropriate care and support. All victims are given the opportunity to complete a victim impact statement.

- DV crime reports, including domestic incidents where there has been no physical violence, are audited monthly by the divisional auditors through dip sampling. The force has conducted a level 2 analysis of DV. Domestic incidents form part of a divisional monthly auditing programme and the NCRS is consistently and robustly applied.

- DV is included specifically within the force's strategic plan and within annual policing plans.

- There are information-sharing protocols in place between partner agencies for DV, eg social services for instances of the presence of children where there is domestic abuse, and the CPS for full background enquiries for potential prosecution cases. Internally, relevant history of DV is flagged on the command and control system for officers attending reports of incidents.

- During 2004/05 arrests were made in 70.4% of DV incidents where there was a power of arrest, an improvement of 2.5% compared with the previous year. This was significantly higher than the MSF average.

- The force detected 38.0% of racially or religiously aggravated offences, an improvement of 1.3% compared with the previous year. This places the force third in the MSF group and 26th of the 43 forces in England and Wales.

- There were 0.46 racially or religiously aggravated offences per 1,000 population compared with 0.36 the previous year, placing the force third in the MSF group and 19th of forces in England and Wales.

Areas for Improvement

- The CAD will progress work to ensure that all incidents of hate crime are captured and recorded.

- The force recognises that there is a gap in service delivery in respect of hate crime investigation training to equip staff with the necessary knowledge and skills to deliver the hate crime strategy.

- The force has funded the provision of witness support officers in accordance with No Witness, No Justice and these individuals will be selected and deployed in criminal justice units during 2005/06.

- The CAI database is to be made available to CHC staff (with appropriate safeguards) to facilitate the provision of timely and accurate information to officers requesting it from incident/crime scenes.

- There are no links with child abuse to NIM processes at levels 1 and 2.

- There is no fully integrated CP policy. Existing CP policy covers first response only.

- The force has identified a gap in the provision of investigation and access to appropriate skills relating to adult protection issues. Currently, the skills and expertise are HQ-based within the CPT, but cases are referred back to territorial divisions for investigation where the child/adult protection skills base is either limited or non-existent.

- There is neither a DV strategy nor a corporate structure for DV. Without any guidance or suggested staffing levels, territorial divisions have created and resourced their own DVUs which vary greatly in size and terms of reference. A DV policy aimed at front-line officers is accessible via the intranet.

- There is a lack of risk assessment training for staff in DVUs.

- Bedfordshire Police will look to co-locate the dedicated public protection unit with the MAPPA co-ordinator and probation service staff during 2005.

- During 2004/05, 79.0% of DV incidents involving partner-on-partner violence, where there was a power of arrest, resulted in an arrest compared with 90.2% the previous year. This was below the MSF average.

3D   Volume Crime Investigation

Good	Improved

Strengths

- The force crime strategy was compiled as a result of consultation with key CID, criminal justice and CAD staff. It is underpinned by a crime policy document that incorporates guidance in terms of roles and accountability for key crime management processes such as reporting, recording, investigation, disposal and auditing of crime.

- The DCC is the ACPO lead for volume crime investigation through the TCG, DCOG and his performance management regime, which incorporates daily, weekly and monthly formal processes that feed the quarterly performance review process.

- QA processes are carried out by first-line supervisors and crime management unit staff. This work is enhanced by the quality-checking of crime records by divisional auditors for appropriateness of screening decisions, NFA (no further action) decisions and investigative structure, to ensure that all lines of investigation have been followed.

- Divisional crime and other managers, auditors and the superintendent with overall responsibility for the audit function meet on a monthly basis to discuss audit findings, quality issues, training needs and best practice.

- The force has adopted the ACPO professional investigation project to accredit staff for investigative skills and has assigned levels of competency. A programme to improve investigative interviewing skills has also been implemented and key training needs fed into the costed training plan.

- The force implemented a 42-point burglary action plan in 2004 that was compiled using Home Office guidance. Plans have been developed along the same lines in respect of violence against the person and DV.

- The Audit Commission crime data review showed an improvement in force NCRS performance and awarded a Green grading across all areas with an upwards direction of travel and a number of positive comments.

- Bedford BCU has compiled its own POCA strategy, which is underpinned by operational guidance.

- Crime investigation is actively driven at levels 1 and 2 by tasking and co-ordination processes through strategic and tactical assessments and the weekly local review mechanism for addressing volume crime issues. Additional intelligence resources have been deployed at levels 1 and 2 to enhance analytical capability.

- The operational support and crime (G and Q) divisions have structured tasking meetings in line with NIM processes to ensure the adequate provision of HQ resources to address volume crime issues on territorial divisions.

- All HQ units have service level agreements (SLAs) or similar protocols with their customers regarding mutually agreed responsibilities.

- The new crime recording system was implemented in April 2005. Early signs regarding the levels of input are positive.

- The forensic science steering group was set up during 2004 with membership from key areas such as crime management, forensic science and intelligence, and a reporting line to the crime management steering group, to ensure the maximum exploitation of forensic opportunities to address volume crime.

- The force has enjoyed some success through the NIM-based deployment of automatic number plate recognition (ANPR), with positive crime reduction and detection outcomes.

- The force detected 11.9% of vehicle crimes in 2004/05, a rise of 1.4% from the previous year. The result was above the MSF average and placed the force third in the MSF group.

- Detections for violent crimes increased by 6.6% to 54.0% in 2004/05 compared with an MSF average of 42.7%, placing the force second in the MSF group and above the national average.

- There was an improvement in the detection rate for domestic burglaries in 2004/05 with 16.2% of offences being detected, a rise of 4.6% compared with the previous year. This placed the force second in its MSF group and above the national average.

- The number of robberies detected rose by 7.9% to 23.3% in 2004/05. This placed the force second in the MSF group and above MSF and national averages.

- The force had 22.9% of notifiable/recorded offences resulting in a charge, summons, caution or taken into consideration at court; this was a 3.2% rise on the previous year and placed the force second in the MSF group, achieving above the national average.

- The force detected 38.0% of racially or religiously aggravated offences, an improvement of 1.3% compared with the previous year. This places the force third in the MSF group and 26th of the 43 forces in England and Wales.

- The total crime detected by the force rose to 28.0% from the 23.5% achieved the previous year previous. This placed the force third in the MSF group and above MSF and national averages.

Areas for Improvement

- There has been no systematic resolution to the issues raised in the HMIC detections reconnaissance inspection and no enhancement of awareness through the implementation of a training programme. Some issues such as the circulation of a standard operating procedures manual have been addressed in part.

- Despite a number of measures such as the deployment of financial investigators on divisions, an action plan to identify areas where asset recovery legislation can be used, and an awareness drive in respect of POCA legislation, the awareness and use of these measures on divisions are not widespread.

- The role of the crime registrar within the new performance unit is unclear. The force acknowledges the need to rationalise this key role to ensure its objectivity and independence from the overall performance drive.

3E   Forensic Management

Good	Stable

Strengths

- The scientific services function has a clear strategy based on the ACPO forensic science strategy, supported by a business plan that incorporates performance targets and indicators covering all key activities. The strategy is reviewed annually.

- The forensic steering group meets monthly and was formed to improve the contribution of forensic science to crime investigation by driving the forensic strategy. This group is chaired by the scientific support manager (SSM), is made up of crime managers, forensic science unit heads, forensic science performance manager and representatives from the force intelligence unit, and reports to the crime management steering group.

- The force has implemented a strategic key group consisting of the DCC, the SSM and the head of crime to discuss the strategic direction of forensic science services.

- The use of forensic resources is prioritised through force and divisional tasking and co-ordination processes by the attendance of the SSM at the level 2 meeting and of the head crime scene examiner at the tactical advisory group. The senior crime scene examiner and forensic clerks participate at level 1 tasking meetings.

- The forensic science department has contributed to force aims and objectives through Operation Blithe, which is a scientific service initiative to support the force burglary action plan. Turnaround time for forensic samples was reduced significantly through dialogue and negotiation with service providers

- The force has augmented the outcome management of DNA1/2 and fingerprints by implementing a system that mirrors this process for general forensic submissions in order to maximise the impact of forensic science on crime.

- The force forensic science department produces a monthly performance document that quantifies outcomes relating to identifications, matches and detections. Each division has a dedicated point of contact who maintains the forensic hits database.

- The head of scientific services is held to account as part of the DCC's quarterly performance review process and holds his own staff to account on a monthly basis. Departmental performance information also documents output on an individual basis.

- The force has invested significantly in forensic science resources. In HR terms, four additional scenes of crime officers (SOCOs) have been recruited and deployed. Additionally, a palm-searching system, a digital mini-lab and a digital database for imagery have been procured during the last year. There has also been investment in Brooklands, a major crime scene examination facility, which houses the central forensic submissions unit.

- The force has set up a pilot scientific service control room staffed by two SOCOs and two call handlers to optimise the deployment of forensic expertise. This function has established performance indicators and SLAs and will be evaluated during 2005.

- The force has implemented a forensic science submissions manager and central submission policy to improve submission standards and better understand and monitor the impact of submissions and their impact on detections. This has already yielded savings of £144,000 on unnecessary submissions.

- The force has implemented a scenes of crime tasking system which provides

guidance to officers on key processes such as DNA, footwear analysis, scene attendance and forensic submissions. In addition, the force has devised and released a training DVD that covers these key areas as a reference medium to every member of staff.

- Members of scientific services attend the custody officer forum to provide advice and guidance on the two key forensic custody processes of DNA and fingerprints.

- The force capability around footwear is being developed in partnership with the forensic science service (FSS) in order to position the function appropriately in respect of anticipated changes in legislation. The force has also taken part in the Police Standards Unit scientific work improvement model to facilitate continuous improvement in the provision of forensic science services.

- The force has taken action to reduce the number of legitimate access marks in terms of the monitoring of SOCOs for the number of identification prints taken. The 20% figure from last year has been reduced to 10%.

- Each scientific support discipline maintains a training matrix to identify and address specialist training needs. The entire department also holds one-day science-based seminars twice a year (staff are also consulted about forensic science plans at these events).

- Forensic awareness among non-specialist staff has been addressed through initiatives such as focus boards, DNA awareness days, the forensic awareness DVD and electronic notice boards. The forensic science department has an input to all probationer training and at divisional training days.

- The forensic science department has engaged with the FSS to provide a DNA trainer to deliver regular input to officers supported by local measures.

- The force examined 99.1% of dwelling burglary scenes in 2004/05, an improvement of 10.1% compared with the previous year, placing it second in its MSF group and above the national average.

- The force examined 55.5% of theft of motor vehicle scenes in 2004/05, an improvement of 0.5% compared with the previous year, placing it third in the MSF group and above the national average.

- The force recovered 52.3% of fingerprints from theft of motor vehicle scenes in 2004/05, an improvement of 0.3% compared with the previous year, placing it fourth in the six-force MSF group and above the national average.

- The force recovered 11.2% of DNA from burglary scenes in 2004/05, an improvement of 6.2% compared with the previous year, placing it second in its MSF group and above the national average.

- The force recovered 21.9% of DNA from motor vehicle scenes in 2004/05, an improvement of 2.9% compared with the previous year, placing it third in the MSF group and above the national average.

- Although the force has reduced its conversion of fingerprint identifications to total detections (including secondary detections) by 11.1% in 2004/05 compared with the previous year, this figure is still well above national and MSF averages, where the force is placed second.

Areas for Improvement

- The delivery plan linked to the forensic science strategy is being developed and the head of each forensic science unit is developing their own performance plan.

- There is a lack of clarity over the role of divisionally-based scenes of crime staff at daily briefing meetings.

- The force recovered 35.5% of fingerprints from dwelling burglary scenes in 2004/05, an improvement of 2.5% compared with the previous year. This figure is above the national average but it is below the MSF, where the force is placed fourth.

- The force recovered 12.1% of fingerprint identifications from dwelling burglary scenes in 2004/05, an improvement of 0.1% compared with the previous year. Notwithstanding, the force is placed fifth in the MSF group and below the national average.

- The force matched 14.9% of DNA from recovery at dwelling burglary scenes in 2004/05, which places it bottom of both its MSF group and nationally.

- The force matched 30.1% of DNA from recovery at theft of motor vehicle scenes in 2004/05, which places it fourth in its MSF group and below the national average.

- The force made 22.4% of fingerprint identifications from recovery at theft of motor vehicle scenes in 2004/05, which was a 16.6% reduction from the previous year, placing it fourth in its MSF group and below the national average.

- The force converted 40.8% of fingerprint identifications to primary detections in 2004/05, which represents a 10.8% improvement on the previous year but is still below the national and MSF averages, where it is placed fifth.

- The force made 50.5% of primary detections per DNA match in 2004/05, which is a 9.5% improvement on the previous year. Although this is slightly above the national average, the force is below its MSF average where it is placed fourth.

- The force reduced its number of total detections per DNA match (including secondary detections) by 19.7% in 2004/05. Although this is slightly above the national average, the force is below its MSF average where it is placed fifth.

3F   Criminal Justice Processes

| Fair | Improved |

Strengths

- The Chief Constable has a leading role in the local criminal justice board (LCJB) to ensure clarity of direction for the force in criminal justice matters and to deliver on police aspects of the LCJB action plan. The ACC has taken a lead role in joint performance issues in LCJB work and he chairs the LCJB delivery group, which has membership by territorial divisional commanders and the criminal justice manager. One of these LCJB delivery groups has the membership of a defence lawyer.

- The head of criminal justice post has been upgraded to superintendent rank to reflect the importance and priority of the criminal justice function. He has responsibility for all multi-agency/partnership issues on criminal justice.

- All criminal justice policies and procedures were updated during 2004 and are accessible via the force intranet.

- The contribution by police to the LCJB action plan is integrated with Bedfordshire policing plans to ensure clarity in the linkages between the two processes and the mainstreaming of criminal justice into force activity.

- The force drove a review of the provision of performance information to the LCJB last year and now presents a package focused on 12 key processes that drive offenders brought to justice performance.

- The joint performance management process has been centralised and is chaired by the head of criminal justice, who also monitors force criminal justice plans to ensure that actions are being progressed appropriately. The DCC holds divisional commanders to account for their respective contributions to criminal justice performance.

- Gatekeepers of detective sergeant rank have been deployed at Luton and Bedford criminal justice units to review the quality of case files and to identify and share good practice. Lessons learnt are shared through criminal justice meeting structures.

- Glidewell co-location has been implemented through a structured project management plan. There are two such criminal justice departments at Bedford and Dunstable BCUs and the trials unit is co-located with the CPS in Luton. Further improvements to criminal justice processes are planned through the prolific and priority offender (PPO) scheme and court XHIBIT system.

- Some criminal justice work processes have been mapped to improve efficiency and identify and address resourcing needs. Work processes at Bedford have been integrated and this work is ongoing at the other criminal justice units.

- Training takes place jointly with the CPS and to national standards, eg bad character evidence training was delivered by a CPS lawyer. In addition, criminal justice staff are encouraged to seek external qualifications.

- The force has conducted a BVR of victim and witness care, and actions and recommendations are being implemented. Bedford BCU has already established a witness care unit.

- Shadow charging has been implemented at Dunstable and Bedford divisions.

- Bedfordshire Police works in partnership with other agencies to reduce re-offending. Territorial divisions work alongside their CDRPs in implementing the PPO scheme,

and a local strategic forum prolific offender programme has been implemented with co-location of police and probation service staff. Additionally, the force runs a drug and alcohol arrest referral scheme to divert offenders.

- The force has designated a number of staff in detention officer and investigating officer posts to alleviate the administrative burdens on operational officers. Additionally, the number of forms involved in criminal justice processes has been rationalised and criminal justice staff complete CPS memos on behalf of front-line officers. The effectiveness of these mechanisms is analysed through ABC.

- The force has exceeded the target of 50% for input of court results within seven days of receipt in 11 of the last 12 months.

- The head of crime has force responsibilities for PNC issues. She chairs the crime management steering group, which also acts as the PNC steering group, comprising all managers with responsibilities that directly affect the PNC and strategy.

- The force PNC compliance strategy has been in place since 2000 and is regularly reviewed through the crime management steering group meeting structure.

- The PSD conducts PNC auditing through a risk-based audit programme that falls within the ACC's portfolio responsibilities.

- A Phoenix logging system has been developed to capture transaction information and to measure quality and timeliness of Phoenix source documents and court resulting.

- The force has addressed an identified lack of PNC awareness through attendance at seminars provided by PNC liaison staff by all officers to the rank of inspector. A specialist input was devised for staff in roles such as intelligence and special branch. A PNC training package was developed and is now given to all probationers at stage 5.

- The force has implemented divisional and force-level meetings with appropriate representation and linkages to the regional custody forum which is attended by the head of criminal justice. The force and local structures monitor policy and procedures, discuss custody practice and consider improvements to custody processes.

- The force has custody facilities at each of the territorial divisions and a limited facility at Ampthill; these have all been reviewed and upgraded in line with health and safety standards. All custody staff are trained in procedures that ensure the safety and dignity of detained persons in line with Police and Criminal Evidence Act codes of practice and the Human Rights Act.

- The PA manages an independent custody visitor scheme, which operates at all custody sites.

- The BVR of offender handling reviewed long-term custody requirements throughout the force.

- The force has taken delivery of a mobile custody suite to address some of the identified problems with cell capacity. In addition, a dedicated custody unit has been established at Luton with staff dedicated to the custody function, eg detention officers and permanent custody officers.

- The force entered 86.0% of arrest/summons reports onto the PNC within one day against a 90% target in 2004/05, which represents a 2.2% improvement on the previous year. This places the force third in its MSF group and 11th of 43 forces nationally.

- The force entered 72.1% of court results onto the PNC within ten days in 2004/05, which represents a 20.5% improvement on the previous year and places the force second in its MSF group and 11th of 43 forces nationally.

- The force has increased the number of sanction detections in 2004/05 to 13,289, which is a 7.9% improvement on the previous year.

Areas for Improvement

- A centralised criminal justice structure for the force is being actively considered.

- The head of criminal justice has no responsibility for the day-to-day running of criminal justice departments throughout the force, although this situation should be addressed through criminal justice restructuring.

- There is neither corporate training nor resilience within the force or criminal justice function to analyse and interpret new legislation.

- The force has recognised resourcing needs in the criminal justice function in order to keep pace with workload and front-line staff increases. Accordingly, growth has been agreed within the 2005/06 budget for four additional case handlers.

- The provisions of No Witness, No Justice will be in place force-wide by September 2005.

- The force has a number of reservations about the functionality of National Strategy for Police Information Systems (NSPIS) case and custody IT, which is due for implementation in 2006. These have been expressed to the supplier. Training arrangements for this system have not yet been finalised.

- Criminal justice performance information does not feature within the force monthly management report.

- The force has consistently fallen short of the PNC arrest/summons target of 90% of arrest/summons details being entered within 24 hours, over the last 12 months. It plans to address this shortfall through the integration of the recently-formed crime recording unit and PNC/disclosure functions.

- There is a lack of clarity over management responsibilities for the PNC, which sits within three departmental structures.

- The limited cell capacity throughout the force is problematic, involving the housing of prisoners at sites remote to the location of arrest and sometimes in other force areas. This is currently being addressed through implementation of recommendations from the offender-handling BVR, but cell requirements that were identified 18 months ago are still not incorporated within the estates strategy.

- The force youth strategy 2003–06 has synergy with the youth offending strategy for Bedfordshire and the Luton youth offending scheme through its actions. Youth crime has been incorporated into the PPO strategy and the local youth offending team lead sits on the LCJB delivery group.

- There has been joint consultation regarding the ASB agenda and a number of partners have established a joint protocol for dealing with ASBOs.

4   Promoting Safety (Domain 3)

Bedfordshire Police recognises the challenges ahead to develop the reassurance ethos throughout its communities. The strategic building blocks such as the neighbourhood policing and communication strategies have been carefully and robustly devised. Together with a new corporate communication department and clear ACPO leadership they will drive the reassurance agenda. The force has also embraced the ethos of the extended police family and there is already clear evidence of its positive impact. Mechanisms to address ASB have been established over the last year and the force will progress its work with partners to address these issues during the forthcoming year.

4A   Reassurance

Fair	Improved

Strengths

- The DCC has the portfolio lead for reassurance and the ACC leads on some aspects such as areas of plural policing and the extended police family, drawing on his expertise in this field from his previous posting. This has provided renewed leadership and clarity in respect of the shape and direction of neighbourhood policing and reassurance in Bedfordshire.

- The style of neighbourhood policing is mainstreamed into territorial operational activity.

- The BedSafe project has been recognised nationally for its work in providing a safe and vibrant evening economy across North Bedfordshire.

- The force reassurance strategy has been reviewed and updated and is underpinned by a public reassurance action plan to increase accessibility and visibility and reduce the fear of crime and ASB while maximising police resources.

- The force has developed an abstraction policy for community beat managers that advocates closer working through an ongoing presence within the communities they serve.

- The force offers much evidence to support an effective response and intervention to address community concerns, such as Operation Acrostic in Bedford to address school holiday ASB and environmental action days with partners from the fire service and council to address community concerns about abandoned vehicles and fly tipping.

- The PA has improved the attendance of community members at local community groups by utilising the services of a media company and writing to people in the locality of the next meeting.

- There are good strategic links concerning neighbourhood policing issues at PA, local strategic partnership, local authority and CDRP levels.

- There is a sound analytical capability in respect of the identification of hotspot and fear of crime issues. The NIM process features reassurance issues and is informed by a CIA.

- The extended police family board, chaired by the ACC, addresses the role of PCSOs at a strategic level.

- The force has embraced the ethos of the extended police family and employs staff to carry out a full range of functions, such as detention officers, investigation officers and detective assistants.

- The DCC's quarterly performance review process holds divisional commanders to

account for performance against reassurance priorities and incorporates the full suite of public satisfaction measures.

- Quality of life and reassurance issues are considered for the strategic assessment and incorporated into divisional control strategies.

- The stakeholder process at Luton and Dunstable BCUs is an intensive consultation and feedback mechanism that informs the development of local policing and delivery plans.

- There are established protocols for data/information sharing with partners at the BCU level.

- The force has enjoyed success in the recruitment of special constables, from a baseline of 98 in 2003 to 195 in 2005. A force specials strategy is in place and a recent staff survey of members of the Special Constabulary indicated satisfaction levels of 70%.

- The force Special Constabulary co-ordinator sits at the force tasking and co-ordinating meeting and the level 1 meetings are attended by a regular police officer who represents the Special Constabulary.

- Officers of the Special Constabulary are well integrated into force activity. Some are deployed within specialist operations, roads policing and 'hi tech' crime functions.

- The force has made use of funding streams for PCSOs and incorporated their resourcing into medium/long-term financial plans.

- There is a force policy on the selection of beat managers. Job descriptions exist and role profiles have been created within the ICF. Beat managers are locally selected and, where possible, they are 'red circled' to permit their ongoing deployment in and engagement with the communities they serve.

- There are dedicated media officers aligned to territorial divisions who promote reassurance through the release of 'good news stories'. The NIM process is utilised to highlight issues of public concern or interest.

- Divisional deployment strategies allow for variations of policing requirements between the territorial divisions. Variable shift agreements have been established in support of these variations in order to meet incident demands and other proactive needs, eg reassurance for the night-time economy in Luton, and shift pattern reviews have been conducted.

- During 2004/05, 6.6% of domestic burglaries were of property that had been burgled in the previous 12 months, a marginal increase compared with the previous year. This was slightly better than the MSF average.

- The percentage of people who were very worried about burglary decreased by 0.9% to 11.3% in 2004/05, which was the same as the national average and placed the force third in its MSF group, which had an average of 11.7%.

- The percentage of people who had high levels of worry about vehicle crime decreased by 1.6% to 12.1% in 2004/05 compared with the national average of 12.5%, placing the force second in its MSF group which had an average of 12.5%.

Areas for Improvement

- The ACC is developing a neighbourhood policing strategy to provide a direction for closer working between police, partners and communities.

- The corporate communication strategy is nearing completion and should be published during 2005 to provide clarity and corporacy in all internal and external issues relating to communication. The aim is to focus on the achievement of the force mission to deliver quality policing in a customer-focused way. It will be supplemented by a number of plans and sub-strategies. A communication strategy is a key element of successful reassurance measures.

- The corporate communication department will combine the internal and external communications perspectives and is expected to be established by September 2005.

- There is no clear definition of neighbourhood policing, although the development of the neighbourhood policing strategy should provide clarity on this issue in due course.

- The force will consider accreditation schemes when its approach to plural policing has been clarified and during a BVR of workforce modernisation.

- Neighbourhood policing has not been fully integrated into core policing activity such as call handling.

- The restructuring of the Luton community policing team will align community officers, PCSOs and the Special Constabulary to recognised council ward areas. The Luton CDRP will be restructured along similar lines and a multi-agency ASB task force will be implemented.

- Despite a review by the force on community engagement and the role of the CAD, this department is still not fully engaged; it is viewed as a 'bolt on' to other force activity and there is a lack of clarity regarding its role in the future neighbourhood policing structure.

- Community intelligence is harnessed at level 1 but there is no clear linkage to the level 2 NIM process.

- There are no measures in place to afford beat managers access to appropriate training for their role.

- The performance management regime that holds senior managers to account for delivery of reassurance priorities is not fully embedded at lower levels.

- There is a lack of understanding within the force of the linkages between reassurance, community engagement and neighbourhood policing.

- The future use of members of the Special Constabulary and the wider police family will be considered as part of the BVR of modernisation, which will commence in 2005.

- There is a lack of clarity among special constables over issues such as their role in neighbourhood policing and the provision of equipment such as body armour and radios. There are also concerns that the foundation course does not fully equip staff for policing duties.

- The integration of PCSOs into the force was not accompanied by a clear message from the top of the organisation. There are pockets of excellent integration but many staff are still unsure about their role and powers.

- The force has designated PCSOs with only some of the powers available to them

through legislation.

- The force has strived hard to improve performance on crime detection, which has impacted on progress on neighbourhood policing and community engagement. The chief officer team has refocused efforts with the ACC now restoring this balance.

- The percentage of people who had high levels of worry about violent crime increased by 2.6% to 19.1% in 2004/05; this was higher than the national average and placed the force fifth in its MSF group, which had an average of 15.1%.

- The percentage of people who had high levels of perceived disorder increased by 3.7% to 21.7% in 2004/05, which was higher than the national average and placed the force fifth in its MSF group, which had an average of 15.8%.

4B   Reducing Anti-Social Behaviour and Promoting Public Safety

Fair	Stable

Strengths

- The force has an ASB policy and a separate policy on the anti-social use of motor vehicles.

- There is evidence of community engagement, which informs strategic assessments at force and BCU levels. ASB and quality of life issues feature in divisional control strategies.

- ASB features heavily in local partnership crime reduction strategies and there are linkages to local policing plans and targets. There is evidence of good local engagement and innovation to address ASB and quality of life issues.

- A co-located partnership-based ASB task force has been established at Luton. New Bedfordshire CDRPs have established ASB units.

- The DCC is the force lead on ASB and represents the force at the local strategic forum, which addresses issues such as ASB and quality of life issues.

- The force is involved in an information sharing protocol, led by Bedfordshire County Council, encompassing all CDRP and statutory partners.

- ASB co-ordinators are based on all territorial divisions.

- Luton division has established an ASB strategy, which was implemented in 2005.

- ASB and quality of life issues feed NIM processes at level 1 through hotspot identification in the tactical assessment and at daily meetings. In Luton, the 32 identified PPOs (prolific and other priority offenders) have been identified and their progress through the criminal justice system is being tracked at tasking meetings in order to gather evidence for ASBOs for each individual.

- The use of ABCs (acceptable behaviour contracts) and ASBOs is monitored through crime pattern analysis and on the command and control system and the impact of ASB incidents feeds the tactical assessment. Information is accessible to staff via the intranet.

- Performance to tackle ASB and quality of life issues is assessed as part of the DCC's quarterly performance review process.

- Road safety strategies have been agreed with partner agencies and systems are in place to ensure collation and analysis of collision data to address road safety issues. Bedfordshire Police has a joint road safety strategy with Bedfordshire County Council.

- During 2004/05 there were 4.79 RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled compared with an MSF average of 5.02.

- There were 0.4 RTCs resulting in death or serious injury per 1,000 population compared with 0.5 for the MSF.

Areas for Improvement

- There is an understanding by staff of the impact of ASB on victims, witnesses and communities but there is a lack of a strategic approach and co-ordination to address these issues.

- There is no linkage of ASB from the strategic assessment to the force control strategy – it is a 'non-control strategy topic'.

- There is knowledge of problem-solving policing within the force but the culture is not sufficiently embedded to complement the neighbourhood policing ethos.

- There is limited evidence of a fully embedded performance culture that addresses ASB and quality of life issues.

5 Providing Assistance (Domain 4)

The call-handling function has benefited from the expertise of its call-handling manager and the force implementing a range of quality measures to improve performance. Customer focus issues are now being implemented in this key business area. In terms of providing operational support and assistance to its staff, Bedfordshire Police has a solid firearms capability which requires some improvement in the way in which it selects, trains and maintains the skills of its Bronze commanders. The roads policing function maintains its professional competence and continues to meet the needs of both its internal and external customers, underpinned by excellent partnership working.

5A Call Management

Good	Stable

Strengths

- There is clarity of chief officer leadership and the delineation of responsibilities for the various aspects of the call-handling function; the ACPO lead is the DCC who has delegated operational responsibility to the operations superintendent through attendance at the regional CHC managers meeting. The CHC manager has the professional call management skills and expertise and is responsible for the day-to-day running of the CHC.

- There is a CHC user group comprising representatives from territorial divisions and the CHC, which meets to discuss call-handling practice and identify learning opportunities. This meeting feeds the quarterly regional call-handling managers meeting.

- There is evidence through initiative and aims and objectives for the call-handling strategy of an understanding of linkages between call handling and public confidence and criminal justice processes.

- The CHC manager has established a number of innovative mechanisms to elicit customer feedback and use the outcomes to improve services. A customer satisfaction workstream will involve a group of 15 practitioners and CHC staff in examining root causes of customer dissatisfaction from the satisfaction survey system and determining ways in which CHC service provision can be improved.

- The CHC manager has attended community meetings to determine issues relating to CHC service provision from members of the public, and has invited public representatives into the CHC to observe ways of working in order to provide public reassurance and feedback.

- The CHC conducted its own satisfaction survey in 2004 where customers were called back to ascertain whether the provision of service met their expectation. The results have been fed into the customer satisfaction workstream.

- There is qualitative supervision of call handling with a defined process that assesses four calls each month, scoring each objectively against 25 key elements. Results are fed back to the call handler and coaching/mentoring/advice is made available to address deficiencies.

- Performance management in the CHC is through regular monitoring and accountability of individual staff by supervisors. The CHC function is held to account through the attendance of the CHC manager and operations superintendent at the DCC's quarterly performance review meeting.

- The CHC manager has implemented skills-based routing to ensure that calls are handled in the most appropriate way by staff who have the necessary skills and

expertise.

- The CHC manager has introduced a customer satisfaction award to highlight the importance placed by the CHC on customer satisfaction. Any member of CHC staff can nominate any other.

- There is effective sickness management with reduced levels of absence through adherence to the force absence management policy and the implementation of flexible working policies.

- Processes are in place to address resourcing demands of the CHC through the demand management protocol, which has identified ten key areas. These have all been impact-assessed and steps have been taken to implement their provisions.

- Future resourcing requirements have been addressed through streamlining of the recruitment process to establish a 'pool' of recruits with advertisements every six months and induction groups every three months. Presentation evenings are held periodically to enable prospective recruits to see the CHC and obtain an insight into the type and level of work carried out.

- The CHC HR officer has addressed retention issues through provision for re-grading, part multi-skilling and career opportunities in the CHC.

- CHC staff are trained to highlight and escalate calls where necessary. CHC managers are trained to Silver command level in the management of firearms and weapons incidents.

- A working group has been established with the ambulance service to look at more efficient joint working opportunities and reducing demand on both services.

- A partnership arrangement has been made for the handling of all non-emergency calls by an external agency.

- The CHC manager monitors demand on a daily basis through resource modelling to ensure that it is matched to resources. Shifts have been altered as a result of this analysis and the current system is well received by staff.

- The CHC manager has conducted a critical review of areas of principal demand to rationalise the number of incoming calls.

- Levels of service provision to divisions are matched with demand through mutually agreed standard operating procedures. Issues can be raised either directly with CHC staff or at the CHC user group meeting.

- The force has considered the guidance in national documents and implemented a range of measures to improve accessibility, such as the use of direct numbers by officers and alternative communication avenues into the CHC. There are facilities in place to ensure communication with members of Bedfordshire's diverse communities such as non-English speakers and those with hearing difficulties.

- The force answered 89,838 calls within the local target time, which is 7.1% more than the previous year. The force has a local target time of 15 seconds for answering 999 calls, which is set above the MSF average.

- During 2004/05 95.2% of 999 calls were answered in the local target time, which is a 1.1% improvement on the previous year. This is higher than the MSF group, although local target times differ.

Areas for Improvement

- There is no strategic level group to steer the call-handling strategy. The force considers that existing systems that look at call handling, eg DCOG, are satisfactory. These do not provide a force feed from the call-handling user group.

- Feedback from public focus groups on CHC issues is due to commence in 2005.

- The CHC manager plans to implement workforce management to further improve customer service and assist in the approach to modular training.

- The CHC manager is looking to fully implement national call-handling standards.

- Business continuity arrangements have not been tested.

- There is no formal process to incorporate staff into incident debriefing.

- A number of morale issues have arisen in the CHC and there is a perceived lack of resilience and a lack of understanding outside of the function of its complexities.

- There is no provision to offer welfare or occupational health assistance to staff who deal with distressing calls.

5B   Providing Specialist Operational Support

| Fair | Improved |

Strengths

- Bedfordshire Police firearms policies are based on relevant ACPO and Home Office guidance in respect of police use of firearms.

- A review of the working practices of firearms staff in Bedfordshire Police took place in 2004 and recommendations have been fully implemented. The force structure for firearms has been changed as a result of concerns over resilience.

- The DCC conducts quarterly reviews of the operational support divisions; these hold the command team to account. The monthly operations group meeting reviews operational performance, sets targets and holds the managers of each specialist team to account.

- The review of firearms working practices and restructuring of firearms capability have ensured that projected demands for operational resources will be met.

- The review of firearms working practices has provided for clear lines of responsibility for firearms incident and public order commanders. These form a cadre with a yearly callout arrangement.

- The concerns over the policing of Luton Airport have been addressed through the provision of government funding.

- The DCC is the clear strategic lead for the specialist function and takes the force lead on operational policy and practice in respect of the police use of firearms.

- All pre-planned and firearms incidents are formally debriefed. Spontaneous incidents are reviewed to determine the need for a hot debrief and later reviewed in slower time by the firearms support inspector. Learning points are discussed at the firearms and public order cadre meeting.

- Less lethal options, eg baton guns, are available to firearms officers.

- Specialist resources are tasked through the tactical advisory group (TAG) process that underpins the level 2 TCG. The operations division has its own tasking and co-ordinating process where divisions can bid for resources, which are prioritised according to divisional priorities and force needs. This ensures the linkages between levels 1 and 2 of NIM and the allocation of specialist operations resources.

- The operations support division has an intelligence function that provides an overview of targets and hotspots to provide a default patrol position for specialist resources where appropriate.

- Resourcing of force-wide initiatives and events is managed through agreement by divisional resource managers and command teams and abstractions are monitored at the level 2 NIM process. Resourcing of known events is managed in advance by the emergency planning department. The DCC chairs the Bedfordshire and Luton local resilience forum.

- Firearms training conforms to national guidelines, which include the training provision for Gold and Silver commanders.

- Bedfordshire has a tri-force agreement with Hertfordshire and Cambridgeshire in respect of firearms training, mutual aid commitments and police search of area/police search trained staff commitments.

- The force provides awareness training for the Bedfordshire and Hertfordshire ambulance service.

- The operations support department has provided police search training to the road safety enforcement team to provide resilience and address cross-contamination issues in the event of a firearms or counter-terrorist search.

Areas for Improvement

- The force has undertaken a great deal of work to complete the threat assessment for the police use of firearms, but this appears to have been undertaken as a discrete procedure with unclear links to the provision of armed capability.

- The approach of the force to the selection and training of Gold and Silver firearms commanders is good but there is only a fair procedure adopted for the selection and training of Bronze commanders.

- The force does not have a system in place for the re-accreditation of tactical advisers, Gold and Bronze commanders.

- There has been a growth bid from the 2005/06 budget for the provision of sights for the individual zeroing of baton guns to secure compliance with recent ACPO guidance.

- There is no evidence of a formal structure that facilitates dialogue between policy makers and practitioners.

- There is no evidence of an effective internal and external consultation process to generate departmental objectives and secure achievement of goals and targets.

- The business management department will review the revised firearms structure in the summer of 2005.

- There is no evidence of an embedded performance management culture throughout the operational support function.

- There were 475 operations involving the authorised deployment of authorised firearms officers in 2004/05, an increase of 7.5% compared with the previous year. This is higher than the MSF average of 273.2 operations.

- During 2004/05 there were ten operations where the officers had not commenced operations before being stood down compared with eight such operations the previous year. This compares with 14.4 operations in the MSF group.

5C   Roads Policing

Good	Stable

Strengths

- The DCC is the chief officer lead for roads policing and leads on key strategic issues such as the transfer of the motorway network to the Highways Agency and the use of ANPR. He also sits on the Bedfordshire and Luton casualty reduction partnership.

- The roads policing strategy incorporates the agreed national strategic statement and was developed following consultation with territorial divisions, the casualty reduction partnership and the road victims trust. The strategy has linkage with the force policing plan and crime strategy and is underpinned by departmental plans.

- Roads policing performance is reviewed at the monthly operational group meeting and as part of the DCC's quarterly performance review process.

- There is good partnership working at strategic and tactical levels and especially in relation to casualty reduction through the Bedfordshire and Luton casualty reduction partnership. The road safety enforcement team makes presentations to schools in respect of road safety and casualty reduction and the driver improvement scheme exists as a diversionary alternative to prosecution in appropriate cases.

- The force has adopted the ACPO road death investigation manual and has an established collision investigation unit in compliance with its provisions. This unit has been the subject of positive feedback on its service to territorial divisions.

- The roads policing function has two intelligence officers who attend NIM meetings at levels 1 and 2. BCUs can bid for roads policing resources at the fortnightly operations support tasking meeting and the roads policing function holds a daily tasking meeting. The intelligence officers devise daily briefing sheets for roads policing staff.

- There is evidence of exploitation of technology and expertise to support the roads policing function in the use of ANPR to impact criminality and fixed and mobile cameras to reduce casualties. Roads policing vehicles are fully equipped and the collision investigation unit staff possess the requisite skills and expertise to carry out the function, supported by trained family liaison officers.

- Armed response vehicles are part of the roads policing function and the structure of the operational support function has been reviewed to provide resilience in both firearms and roads policing functions, with work towards achievement of the roads policing strategy as the default position.

- There is an ongoing review of roads policing resources based on demand profiles, initiatives and performance management fed by the monthly operations group and divisional leadership team meetings.

- During 2004/05 there were 4.79 RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled compared with an MSF average of 5.02.

- There were 0.4 RTCs resulting in death or serious injury per 1,000 population compared with 0.5 for the MSF.

Areas for Improvement

- There is no evidence that all pursuits are dynamically risk assessed in compliance with the ACPO policy on police pursuits.

- There is no evidence of a robust embedded performance management framework throughout the roads policing function.

- The ANPR function will be the subject of a BVR, which will examine its strategy and performance.

- Some positive work has been done in respect of female and BME recruitment but there is recognition that efforts will need to be redoubled to increase representation in these areas.

6   Resource Use (Domain B)

Bedfordshire Police has the strategic mechanisms in place to drive the use of its resources. The use of the NIM to affect their prioritisation and allocation will add value to these various strategic functions. The force maintains its sound financial position with a finance and resources function that is good and working towards better meeting the needs of its customers. The challenge for the force lies in the field of HR management where all the experience and skills of the new director of HR will be needed to drive improvements in training and development. Active leadership in diversity issues continues to drive the development of a diverse workforce with a service that meets its needs.

6A   Human Resource Management

Fair	Improved

Strengths

- The HR three-year strategy has synergy with the force strategy 2005–08 and has been implemented after consultation with the new director of HR – who was appointed in February 2005 – and key players such as divisional commanders and the PA. It is underpinned by a costed HR plan and a number of other plans relative to functional and departmental responsibilities.

- Some HR responsibilities have been devolved to an appropriate level. Divisional staff holding HR portfolio responsibilities are appropriately trained and there are professional linkages between them and personnel officers in the central HR department.

- There is good PA engagement in HR management, primarily through the PA HR committee but also through the EDPB and the police learning development programme. The PA policy officer is also involved in other HR meetings.

- The force provides information to the HR committee of the PA that enables effective quarterly scrutiny of the HR plan.

- The monthly HR personnel meeting is chaired by the HR director with divisional commander and personnel officer representation. It serves to address resource allocation issues at a tactical level and is fed by the annual force training needs analysis.

- The HR management group and HR practitioners group create linkages between HR providers and service users. The former is chaired by the director of HR and both meetings have divisional representation. The former focuses on strategic development of HR issues while the latter operates at the tactical level.

- The PDR system is comprehensive and has been intranet-enabled for a year. The timeliness of completion stands at 77%. Personnel staff on divisions are responsible for quality control of PDRs, which is further monitored by the central HR department and reported to the HR director.

- The force implemented the ICF in 2004. All staff posts have been role profiled and key HR processes are ICF compliant.

- All HR policies have a review date, which is adhered to through action planning. Each is accessible via the intranet and policy updates/amendments are notified through this medium.

- The head of central HR and head of recruiting and career development sit on the extended police family working party to determine the way in which members of the

extended police family will be utilised to progress neighbourhood policing.

- The force has applied national standards for recruiting and works in collaboration with Cambridgeshire, Suffolk and Norfolk. Sufficient applications have been successful to satisfy recruitment targets for the next two years. The force has also adopted the national assessment model for police officers.

- The force has a retention strategy and plan incorporated within the three-year HR strategy supported by flexible working, family-friendly and equality-based policies. Exit interviews are carried out and the results from the working environment survey will also feed improvements to retention processes.

- The force has implemented a formal career development process for police staff, which allows for permanent or temporary transfer between roles. This aims to improve opportunities for staff to enhance or obtain skills and experience in preparation for promotion or later career development.

- A 'lessons learnt' session is undertaken following all employment tribunals to ascertain whether outcomes can be developed and implemented as working practice or policy amendment/improvement. The diversity manager monitors and analyses grievance outcomes in a similar way.

- The process for recording health and safety incidents has been streamlined so that only one form is now required. This is used to identify trends and feed them back into the organisation.

- The occupational health unit has taken a proactive stance on health and has implemented a number of initiatives such as the Vielife health and wellbeing programme, the fast-tracking of employees for private health care and the provision of alternative services such as reflexology. The force has examined options to continue its proactive stance when funding streams cease.

- The force successfully underwent an Investors in People (IiP) assessment in 2004 and has developed plans to facilitate continuous improvement ahead of reassessment in 2007.

- During 2004/05 there were 2.44 medical retirements per 1,000 police officers, an increase from the 0.83 achieved the previous year. This is better than the MSF average of 2.87 and places the force fourth of six in its MSF group.

Areas for Improvement

- There is a lack of clarity of roles, responsibilities and deliverables between the divisional and central HR functions. The approach to delivering the HR plan is perceived as 'centralist' in nature rather than one that places some reliance for deliverables on divisions.

- The force has appointed a director of HR after a three-year period where the HR portfolio responsibilities were divided between two key individuals. It will take time and organisational support for the new postholder to achieve familiarity and integration.

- The outcomes from the working environment survey in October 2004 have not been promulgated. Expectations that this work would lead to positive developments have been curtailed due to the delay in taking action. However, the HR director is cognisant of this issue and has devised a briefing to apprise every member of staff of the outcomes and will work in conjunction with the work foundation to progress identified issues.

- The director of HR will review the HR structure during 2005 to ensure that the focus

is on service delivery and customer satisfaction.

- There is evidence of performance management in some HR departments but there is no overall corporate HR performance management framework. The force acknowledges that where performance management takes place, the present approach relates to departmental targets and priorities rather than 'HR outcomes'. The director will implement monthly HR performance meetings to address this issue.

- An HR data post was created two years ago to analyse HR data and the post was integrated with the business management department. The HR management information relates to priorities and targets rather than the outcomes of the HR function.

- The Chief Constable's strategic leadership for health and safety is perceived as unclear. Day-to-day responsibility for health and safety issues has been devolved to the director of HR through the chair of the force health and safety committee.

- There are concerns about resilience in health and safety. The health and safety adviser has been acting as head of health, safety and welfare, which has limited his opportunities to be proactive and has the potential to leave the organisation vulnerable in respect of health and safety issues.

- There is very limited recording and monitoring of 'near miss' incidents to identify learning opportunities and to inform health and safety policy.

- Completion of risk assessments has been described as 'patchy' and not all are seen by the health and safety adviser despite the existence of a management instruction.

- The service provided by central HR is perceived as inflexible, with the focus on adherence to policy rather than achieving customer satisfaction.

- The force has separate processes for police staff and police officer recruitment. Central HR has responsibility for PCSO recruitment but tensions still exist between this department and divisions (which recruit their own police staff). The HR director is cognisant of this fact and recognises a need for consistency and synergy between the recruiting processes.

- The force is upgrading the HR records system with EMPOWER software, which will link with NMIS to provide enhanced management information and better functionality for operation at the divisional level. However, it does not incorporate the requirements of the head of recruiting and career development and it does not interface with finance/payroll systems.

- During 2004/05 the force lost 80.62 working hours per police officer due to sickness, a 7.1% increase on the previous year. This is significantly higher than the MSF average.

- The force lost 57.86 working hours per police staff member due to sickness during 2004/05, which is an 11.89% reduction on the previous year but remains above the MSF average.

- During 2004/05 there were 2.96 medical retirements per 1,000 police staff, an increase from the 1.5 medical retirements the previous year and above the MSF average.

6B   Training and Development

Poor	Improving

Strengths

- Many of the features of *Managing Learning* appear to have been implemented. *Training Matters*, *Diversity Matters* and *Foundations for Change* each have action plans, which are being implemented. The *Diversity Matters* action plan is updated every three months.

- ACPO and the PA routinely monitor the BVR improvement plan by exception reporting. This is conducted every three to four months.

- There are good collaborative events with social services and the CPS. The PCSOs are trained in local colleges. Aviation law training is provided for Monarch Airlines at Luton and in return the force obtains the use of their training facilities for Bedfordshire courses.

- There is collaboration with surrounding forces for inspector training and firearms training as well as a regional dog-training partnership. The force is a member of the regional crime training partnership and the Eastern Region strategic training group.

- The force has fully implemented the national PDR framework and all staff have an ICF role profile. All internal selection processes utilise competency-based selection against the ICF. Promotion portfolios for sergeants have been converted to ICF, and the force is piloting the work-based assessment for promotion.

- PDR completion rates are centrally monitored. In addition, each department and division has local responsibility for monitoring completion and quality. Compliance rates are high.

- The force has recognised the importance of developing training and to do so has recently appointed a director of HR with experience in managing the head of training and development function to ensure there is a clear strategic lead for implementation activity.

- Training quality is high, with 71% of sessions graded good or very good. The best sessions were highly effective, with engaged and involved learners and highly committed trainers.

Areas for Improvement

- The training strategy conforms to Home Office Circular 53/2003. However, there are significant areas where action is yet to be taken to implement it.

- There is a clear understanding developing of the client and contractor relationship. The divisional training and development board identifies training at divisional level and the training prioritisation steering group concerns itself with the higher level prioritisation of all force training. Concerns remain that ACPO can override decisions made by this group.

- There is no head of all training within the force, and the head of training and development services (chief inspector) has no professional management over the operational training aspects outside the training department.

- The opportunity for staff to receive development training on the BCUs is inconsistent and dependent on local practice.

- The BVR implementation plan is mostly completed. There is no other implementation plan for the training function that reflects current or future

development, but at the time of inspection a revised improvement plan was being developed. Several action plans are in place in the force that affect the training department, including for the retention of IiP accreditation. Amalgamation of these into one improvement plan has been acknowledged as an improvement that would ease monitoring and provide clarity.

- There is no QA framework or associated policy for the force training function.

- There is no force evaluator, but HM Inspector acknowledges there is a strategy to support an evaluation process. Evaluation claimed in the training strategy is not being practised.

- There is knowledge of *Models for Learning and Development* but little implementation because of a lack of staff resourcing.

- The business planning cycle for training complies with Home Office Circular 53/2003, has clear timelines and integrates with the corporate planning cycle. However, the identified training requirement does not inform the budget-setting process, which is fixed in isolation from training/performance needs.

- A prioritisation model has yet to be developed to assist management decision making in relation to training and development activity.

6C   Race and Diversity

Good

Strengths

- There is active leadership at chief officer level to drive forward the development of a diverse workforce. The Chief Constable chairs the EDPB, which unites the internal and external diversity perspectives and works to the diversity strategy with the focus on performance monitoring. The DCC's leadership in this area is clear and tangible with diversity links to his national portfolio responsibilities.

- The force has developed a vision and blueprint that highlights issues of confidence and trust and links them explicitly with diversity. Full consultation with partners and community groups fed the development of this document. Work on all six strands of diversity is being progressed.

- Internally, race and diversity policy and strategy are developed and ratified through the EDPB, which has membership of all internal departments, staff associations and some PA members. IAG membership is one of the mechanisms used to link policy/strategy development with the Bedfordshire community.

- The force has appointed a diversity manager to provide a tactical oversight to force race and diversity issues and to co-ordinate work on each of the six strands of diversity. She is a member of the EDPB.

- All policies are seen and approved by the diversity manager against an impact assessment prior to final ratification and implementation.

- Bedfordshire Police has progressed the RES, which is reviewed annually and feeds learning from the national best practice group into the plan. There are also systems to monitor progress and secure action.

- HR processes such as applications, recruitment, retention and progression are monitored by racial group in accordance with the provisions of the RES.

- The force monitors performance against female and BME representation against targets set out in the gender agenda and breaking through action plans.

- The force has developed positive action initiatives such as outreach and familiarisation programmes. The Improving Prospects initiative is designed to support members of the community into employment. The recruitment department has developed good working relationships with the CAD to gain from their external awareness and perspective.

- Internally the force has developed a range of flexible working policies to promote positive action in the progression and retention of staff.

- Policy and procedural frameworks are accessible to all staff via the force intranet. Force-wide news is published fortnightly and covers race and diversity issues as appropriate and the diversity matters newsletter is issued personally to all staff. There are six diversity sections on the force intranet reflecting the six diversity strands.

- Race and diversity training is included in the costed training plan; respect for race and diversity is the overarching priority for all force training and development initiatives and training needs are reflected in the force training plan ahead of the national race and diversity learning requirement. The IAG provides critical oversight of training development, design, delivery and evaluation.

- Fair and appropriate application of disciplinary and formal procedures is monitored

through the RES in accordance with the Race Relations (Amendment) Act 2000. The PSD intelligence cell produces data and monitors trends or patterns of behaviour within teams/individuals as part of the NIM process.

- Minority group representation is incorporated within force meeting structures such as the EDPB, in addition to a number of other key groups that deal with HR and diversity issues, to feed into strategic and tactical planning and operational activity.

- The force is making provisions for emergent issues in diversity and application forms are being reviewed in anticipation of the future need to collect and monitor data on religion and sexual orientation and action in respect of proposed age-related legislation in 2006 is being considered.

- The force has achieved the Two Ticks award for its video and work on the Disability Discrimination Act.

- In 2004/05, 23.4% of overall force strength were female officers, which is a 1.6% improvement on the previous year. This compares to an MSF average of 21.9%. Of the police staff, 69.3% were female, which is a marginal increase on the previous year and places the force first in the MSF group.

- The ratio of BME staff resigning in 2004/05 compared with all other officer resignations is 1:0.55, which represents a slight drop from last year's performance but is an improvement on the MSF average of 1:0.9.

Areas for Improvement

- The race and diversity focus is clear at senior management levels but the diversity ethos has yet to permeate throughout the organisation.

- There are no formal mechanisms to link the diversity manager with recruitment and retention processes.

- There are no specific points of contact for race and diversity issues on divisions and no sharing of good practice at this level.

- There are inconsistencies in the appropriateness and frequency of diversity training received by staff in the organisation.

- A working environment survey was carried out in 2004 but most staff in the organisation are still unaware of the outcomes.

- The diversity unit structure has been approved. It will have representation from appropriate internal and external facing parts of the organisation such as the diversity manager, head of CAD and the EDPB project manager to drive and co-ordinate action plans and initiatives.

- The difference between voluntary resignation rates of male and female officers is 1:1.53 in 2004/05 compared with 1:1.08 in 2003/04. This represents an increase on the MSF average of 1:1.49 and places the force fourth in its MSF group.

6D   Resource Management

Good	Stable

Strengths

- The force benefits from a sound financial position with adequate levels of reserves. Provision has been made by the PA for the anticipated significant rise in police pensions. The external auditor has ratified the force's financial position in the annual letter.

- The force has devised a medium-term financial plan (2005–08), which will be used to inform forthcoming budget processes. The timetable for these processes has synergy with operational planning and performance management and engages the chief officer team and the PA.

- The force utilises a formula spending share for resource allocation which is underpinned by an annual decision conferencing process that is used effectively and ensures sound financial planning.

- With the introduction of the internal control statement, the PA, in partnership with the Chief Constable, has considered the necessary internal control assurance that all key management controls (financial and operational) are functioning correctly. Activity has been co-ordinated and relevant parties such as the PA, the PSD and internal audit have been engaged.

- The force has recently changed to a new shift model, which has flexibility to address variations in demands and resourcing requirements. Divisional personnel officers and duty planners are trained to address resourcing issues and have devolved responsibility for local resource management and its planning in the short, medium and long term.

- The divisional support services manager is responsible for local strategic finance and resource planning and has the assistance of the divisional finance officer with professional advice and guidance from the force finance department. These measures are monitored through monthly divisional leadership team meetings.

- The PA has approved distinct protocols relating to the responsibilities of the treasurer and director of finance posts, which are held by the same individual. The audit and finance committees are separate entities with distinct standing orders and responsibilities.

- A large proportion (approximately 70%) of the net budget requirement has been devolved to divisions, including the pay budget. The divisional commander has authority to control these budgets within financial management scheme rules, which provide guidance on financial issues such as virement and carry forwards.

- Monitoring of devolved budgets is conducted through quarterly reports to the director of finance which are reviewed by the force executive and reported to the PA.

- The force has achieved the required efficiency gains for 2004/05. Efficiency savings are driven through the decision conferencing process, which links strategic planning to the budgetary process.

- The force has made considerable efficiency savings through collaboration. The Chiltern transport consortium is a collaborate initiative on transport between Bedfordshire and Thames Valley police forces and has created savings of approximately £100,000.

- Staff in HQ and key divisional finance roles are suitably professionally qualified

and divisional commanders have received training in financial management. Professional advice and guidance is available from the force finance department, which is recognised as technically proficient.

- The PA and force will be aware, from the 2004 baseline assessments, of the importance of implementing and developing the national ABC model. In the Audit Commission National ABC data quality report issued in May 2005 the results for the force are shown as:

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

- The force has demonstrated its commitment to implement ABC and will now, with the PA, 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 PA has demonstrated a commitment to take the ABC process forward and utilise the data to determine local policing decisions. All divisional managers have access to all databases containing activity information, and ABC outcomes have already been used to influence local policing decisions and to inform the front-line policing initiative. The force also uses ABC outcomes to share learning and good practice with other forces.

- The force has placed extra finance into general reserves to mitigate the funding gap for PCSOs in 2006/07, and neighbourhood policing features on the agenda for the medium-term financial plan.

- The procurement strategy and action plan outline the strategic direction and accountability in respect of the force procurement function. The force is taking part in the ACPO Eastern region review of collaboration to consider ways in which recommendations from the Gershon review can be implemented to make it more efficient. There are many examples of collaboration on procurement issues, such as medical examiner provision with Essex, Cambridgeshire and Suffolk.

- The procurement department has recently implemented an integrated finance order processing stock control system, saving £395,000. Procurement and finance IT systems were integrated in 2004.

- The procurement department underwent an external review to place greater emphasis on contract monitoring in addition to addressing other procurement issues such as e-procurement, communication with users and service provision in a more efficient and proactive way.

- The procurement department utilises the national benchmarking user group to assess and improve performance.

- Estates management group meetings address ongoing estates-related issues with ACPO members and divisional commanders.

- The estates department has been engaged in determining and projecting the estates requirement in response to neighbourhood policing.

- The force participates in the national police property services managers group benchmarking scheme.

- The Bedfordshire Police fleet management strategy is embodied within the Chiltern transport consortium mission statement and statement of purpose and focuses the transport support function on operational performance. The strategy incorporates the introduction of operational vehicles such as the mobile custody unit and mobile CCTV vehicles for neighbourhood policing initiatives.

- The Chiltern transport consortium has performance management and accountability frameworks in place. The head of the consortium is held to account for performance across a range of internal performance indicators and external comparators such as the national benchmarking information. These are broken down by division and provided to the force divisional commanders.

- The Chiltern transport consortium conducts annual customer surveys and consults with the force formally through membership of senior police representatives on its board.

- Total spending per police officer rose during 2004/05 by 3.4% to £67,478.86 but remained slightly lower than the MSF average and significantly below the national average.

- Total spending per 1,000 population increased by 6.2% in 2004/05 to £144,753.12, which was lower than both the MSF average and the national average.

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Areas for Improvement

- The force has taken some key decisions regarding the payment of temporary salary upon which it has been supported by the Home Office and by legal advice. Although staff were consulted, they continue to perceive that the force is mainly finance driven and striving for technical financial perfection, with concerns consequently being expressed about a range of other financial issues such as allowances, expenses and special priority payments. Action should now be taken to enhance the level of understanding within the force in order to maintain the operational focus.

- The force intends to professionalise the procurement function and progress it from the traditional supply culture.

- The procurement department aims to set up a network user group to better involve customers in its operation.

- The procurement department will roll out e-procurement to divisions over the next 12 months.

- The force estates strategy is due to be delivered in 2005 and awaits a number of business decisions, such as future custody requirements and articulation of the policing style. There is some uncertainty with some other departments, such as criminal justice, which consider they have already notified such requirements

- Business plans already include some quantifiable performance indicators reflecting service quality from the users' perspective (eg cost). The force continues to strive to improve performance management systems to focus on performance indicators and targets for support services.

- The settlement of the Yarl's Wood lawsuit remains a medium to long-term financial threat for the force. A PA committee has been established to deal with this issue alone.

- The number of police officers in operational posts reduced during 2004/05 to 89.6% from 92.8% achieved the previous year and fell below the MSF average of 91.0%.

6E   Science and Technology Management

Good	Stable

Strengths

- There is a clearly defined IT strategy, which is updated annually by reviewing priorities and funding requirements and last underwent a major external review in May 2005, aligned to the force's strategic plan for 2005–08. The strategy is underpinned by the IT/communications departmental plan.

- There is effective IT leadership at the chief officer level. The director of finance represents information systems (IS)/IT at the force executive board and chairs the business change programme board, which determines IS/IT strategy, and through which he provides advice on policy and strategy that might impact IS/IT matters.

- The annual programme of IS/IT-related work is overseen by the business change programme board. Project boards are established in respect of major IT projects, which adhere robustly to PRINCE2 project management methodology.

- IT disaster recovery plans have been reviewed and arrangements were last tested in 2004. The force has built on this experience and is implementing a more efficient and effective strategy that incorporates increased monitoring and automation of data back-up.

- The force has made significant investment in IT in the last 12 months including the implementation of a new crime recording system. Preparations are underway for implementation of the NSPIS case and custody package and plans to overhaul the wide area network have been incorporated into the current IS/IT strategy and capital programme update.

- Intelligence from HOLMES 2 can be passed to the force MEMEX intelligence system for wider dissemination. This area is being scrutinised as part of the ongoing Bichard review process.

- The force is collaborating with Hertfordshire Constabulary by sharing areas of IT expertise such as geographical information system/corporate gazetteer technologies.

- The business management structure spans all portfolios and recognises the impact of interdependencies at strategic, tactical and operational levels.

- The IT/communications department participates in the annual 'making costs visible' business analysis, which identifies the costs and performance of various IT services. There is evidence of an SLA/agreement-type structure between the force IT provider and customers that sets out mutual commitments and responsibilities as part of this process.

- The force information security policy supports force strategy and the professional standards control strategy also incorporates information security. Links are being developed with information security stakeholders at a tactical level through the establishment of a tactical security practitioners group.

- The force regularly participates in national development programmes. The default position, as directed by IT policy, is the adoption of national solutions if they exist and are cost effective.

- The force participates in the national benchmarking programme. The last set of results were above average in three of the categories, with improvements shown in service quality.

- All actions identified in the improvement plan from the BVR of IT have been implemented.

Areas for Improvement

- The force is developing business continuity plans, highlighting 'mission critical' processes and resources required to address them, using expertise and advice from IS/IT and the force risk manager.

- The force does not have an IT user group structure to efficiently record, manage and resolve user issues. This function is currently delivered by the head of IT/communications.

- The force has identified a number of concerns about the use of NSPIS, namely that it will not provide better functionality than currently exists.

- The force does not carry out certified penetration testing of its security systems on an annual or more regular basis. The last test was carried out in 2003 and the one weakness was addressed. The next test is planned for June 2005.

6F   National Intelligence Model

Good	Stable

Strengths

- The facilities provided by the force to support the provisions of the National Briefing Model are considered supportive to the process, with dedicated briefing rooms and IT support which enables live conferencing between multiple sites.

- The quality and consistency of briefings have improved and each division has systems in place to produce a briefing package during the week.

- There is evidence that the NIM influences service delivery at all levels and that staff have an understanding, through the briefing product, of the rationale behind their deployment.

- The TCG meeting is well established at level 1 and there is evidence that strategic assessments link with divisional control strategies, which in turn drive activity at level 1. Daily tasking meetings are in place at all territorial divisions.

- Strategic assessments that are produced at the divisional level adhere to a modified template to invoke corporacy and reduce duplication of effort.

- The level 2 TCG is underpinned by the tactical advisory group meeting, in which specialists develop tactical options based on bids for level 2 resources. The level 2 process allocates these resources according to force and divisional priorities.

- A corporate strategic framework for the management of intelligence-led policing that adheres to NIM principles has been established throughout the force.

- There is evidence of a corporate approach to the timing of NIM products and clear linkages between strategic and tactical meeting processes. The NIM planning cycle has been integrated into the wider strategic business planning cycle.

- A post-implementation review of the NIM product has been carried out by the business management department and recommendations are being taken forward.

- The force has established a Bichard implementation review forum to harmonise intelligence processes and to co-ordinate adoption of national standards and training.

- There is evidence of effective data-sharing protocols to exploit information and intelligence from partner agencies.

- The force has developed and issued corporate action plans for specific elements of volume crime.

- The force has appointed a senior analytical practitioner to develop linkages to the analytical capability on territorial divisions.

- Information security, data protection and the vetting function sit within the PSD. Physical security sits with the force risk management group, of which the head of the PSD is a member. The force risk manager also sits on the professional standards strategic group.

Areas for Improvement

- The force has a director of intelligence but continues to abstract the postholder to major enquiries as an SIO. A newly-appointed deputy strives to ensure a level of continuity.

- The resourcing of the intelligence function is being reviewed in light of Bichard recommendations and the new NIM codes of practice.

- The use of community intelligence is not widespread and there is some confusion around community intelligence processes. It has not been fully integrated into the crime intelligence system.

- The profile and understanding of the NIM varies considerably throughout the force and the force has recognised a marketing need in this area. There is no evidence of a communication and information strategy to support the NIM.

- There is no evidence of participation of key partner agencies in briefings and intelligence gathering, analysis, and tasking and co-ordinating.

- There is no evidence that the force is using NIM processes to inform the strategic priorities of DATs and CDRPs.

- The NIM ethos has not been integrated into the strategic and financial planning cycles.

- There is a variance in the way in which NIM processes are applied at the divisional level and the force recognises a need for corporacy and application of minimum standards.

- The analytical capability that was initially established on each territorial division has proved inequitable in light of variations in levels of demand and workloads.

- There are timeliness issues over the input of intelligence and its assessment in light of such problems. Backlogs existed at two divisions, but the force has recognised it and is taking steps to address it.

- There are analytical resilience issues relating to the resourcing of major incident analytical requirements by abstraction from posts at levels 1 and 2. The force has recognised this issue and is taking steps to address it.

- There is a lack of research capability across the organisation, which is heavily reliant on SPSS software to fulfil this function.

- Despite improvements to briefing quality there are concerns regarding the way the briefing process is managed and its linkages to the NIM.

7   Leadership and Direction

The new Chief Constable inherits a force that is in good shape and has clear direction. Changes at ACPO level in the last year will add greater value to the improvements driven by the change in the ACC/DCC portfolio responsibilities in 2004. The clear emphasis remains on the drive for performance and quality of service delivery with a customer focus. The strategic management function has a good range of skills and expertise, particularly in the field of project management. Internal restructuring and a new performance and inspection department will continue the focus on performance improvement by adding an inspecting function to the force's menu of options.

7A   Leadership

Good

Strengths

- The skills and experience of long-standing members of the ACPO team, particularly the DCC, will be key in driving forward ongoing organisational change and that which arises through the appointment of the new Chief Constable.

- The chief officer team and strategy board have been mentored and coached using an external professional who has also provided individual support where appropriate. The force executive holds 'blue sky' thinking days on a monthly basis.

- The national and force portfolio responsibilities of the chief officer team are varied in nature and their accumulated skills and experience translate well to force business.

- The force's vision and values are communicated internally and externally through the chief officer team in a number and variety of media. Communication of the policing plan is supported by the force intranet, the internet and internal and external newspapers, and is reinforced through training, e-mails and personal contact with staff and members of the community.

- The DCC is the clear proactive champion for diversity issues and this is an area where his national portfolio responsibilities, which incorporate race and diversity training and sexual orientation monitoring, have translated to force activity. The Chief Constable chairs the EDPB and, with the DCC, holds joint chair of the BME officers' staff support group.

- The force has a constructive relationship with the PA in respect of strategic planning, performance scrutiny and Best Value, mainly through functional committees, reinforced by individual expertise. Established and ratified processes ensure that strategic planning is carried out in full consultation with the PA, force and key stakeholders. An Audit Commission review and internal review have strengthened the performance scrutiny and Best Value processes respectively.

- The chief officer team is visible and accessible through a formal programme of divisional visits as well as through the quarterly performance review process. In addition, staff feedback has confirmed that each member makes informal, unstructured visit to staff on a regular basis and is accessible (and responds) via the e-mail system. The Chief Constable holds open meeting with staff in conjunction with the federation.

- There is chief officer support for progressing learning both internally and externally. Good results have been achieved by officers in recent national promotion processes. Staff are also encouraged to enhance their learning externally and are given support by the organisation, eg for the Certificate in

Management Studies for existing and aspiring managers. In addition, the force operates a suggestion scheme which links in to strategic forums for discussion.

- Members of the chief officer and divisional command teams have a positive and open relationship. They are experienced in dealing with media issues and demonstrate their leadership skills by regularly 'fronting' media campaigns and events.

- The force has a well-established reward/value system, of which staff have a high level of awareness. The chief officer and management teams are reward-focused and have developed initiatives such as probationer of the year and community officer of the year awards, in addition to the better known commendations, for members of the force and the community. These are fully exploited at the national level and have yielded successful outcomes, such as inclusion in the New Year's and Queen's Birthday honours lists. Some initiatives have also been emulated within the organisation, such as the employee of the month in the CHC.

- The force has established a number of forums that address issues of corporacy, such as the personnel meeting and the EDPB, but permits the flexibility that is required to most effectively meet the needs of Bedfordshire's diverse communities.

Areas for Improvement

- Three key posts have only recently been filled – that of ACC, director of HR, and the Chief Constable who retired in June. A new Chief Constable has been appointed and took up her position in July. The change within the team presents both an opportunity as well as a challenge.

- Morale is best described as 'patchy'. Where it is low, this mainly relates to financially-based decisions that are perceived as pedantic and inflexible and that impact directly on the internal quality of life, eg expenses, allowances and personal issue equipment. The significant delay in publishing the findings of the working environment survey has exacerbated issues relating to low morale.

- The restructuring of HQ departments will facilitate better corporacy in the development of policy.

- A more sound understanding of the force's strategic direction and corporate message will be facilitated with the development of a communications strategy and strategy steering mechanism.

- There is no proactive or co-ordinated environmental scanning function, but this should be implemented with the HQ departmental restructuring in 2005.

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

Strengths

- The force has aligned CDRP plans and the force strategy 2005–08, which sets out the vision for policing. The strategic planning department has worked with CDRPs to ascertain the needs of the wider Bedfordshire communities and to ensure the appropriate linkages between police and CDRP policy and strategy throughout all stages of the planning cycle. Police representatives have met with the local strategic partnership (LSP) to articulate the Bedfordshire policing vision.

- The force reviewed its business and financial planning processes in 2004 and there is now improved alignment with the strategic intentions of CDRPs.

- The force has an effective project management capability. The strategic planning department aims to align the structure of planning processes with PRINCE2 project management disciplines, which are well ingrained throughout the organisation. This ensures robust evaluation mechanisms with clear deliverables, timescales and measurements in place from the outset. The force has appropriate skills and expertise to co-ordinate and progress the various workstreams.

- The strategic planning framework facilitates the reconciliation of national and local priorities. Police and CDRPs are engaged in the negotiation of targets with the local government office, and consensus has also been achieved between police and CDRPs over performance targets. The local policing plan and the local strategic plan are juxtaposed at strategic meetings to ensure synergy, and the LSP has agreed to transfer police performance targets to its local community plans.

- Strategic assessments are produced every six months and are submitted to the strategic planning department to ensure that the planning process is aligned with, and focuses on, force priorities. Citizen focus is a key element of the force strategies and plans.

- The ACC is the lead on the police reform agenda through membership of the business change programme board and the chair of the extended police family board.

- The force undertakes an annual decision-conferencing and 'making costs visible' process, where resource allocation is analysed and realigned if necessary to support force and local priorities and targets.

- The PA Best Value and performance committee has strategic responsibility for driving the planning process. Key individuals from the force and the PA met in the summer of 2004 for a joint planning day to secure buy-in and understanding of the force strategic intention from both sides. This exercise will be repeated in 2005 with wider representation on both sides, and the intention of achieving clarity in the second and third years of the strategic plan.

Areas for Improvement

- The force considered that the structured calendar of meetings for the 2004 revised planning process proved to be a constraining factor in the planning cycle, and will develop a perennial planning calendar for future years based on the lessons learnt.

- The structure of business management will change with the review of HQ support departments. The new structure will have responsibility for planning, Home Office

liaison, environmental scanning, research and policy development.

- Apart from the operation of the bureaucracy reduction working group, accountability for actions required under the police reform agenda and the drive for these issues are unclear.

- The force initially omitted to engage the PA at the early stages of the development of the force vision, although the PA agreed its outcome.

- The force is determining whether the decision-conferencing process should now focus on the reduction of services were budgetary restrictions to be imposed, or which services would be changed to maintain service delivery.

- Buy-in for annual policing plans was previously an inclusive process with 150 members from all parts of the organisation. The force considered this a resource-intensive exercise and the consultation process is now reliant on divisional commanders to cascade key messages.

- The force communications strategy is awaiting publication, which is expected in 2005. This will align internal and external communications perspectives to deliver corporate messages in a more effective way.

- Several departments operate an environmental scanning function, but there is a lack of a corporate, co-ordinated environmental scanning capability, which should be addressed through HQ support restructuring. There is also a lack of corporate ability to analyse and translate new legislation.

| 7C | **Performance Management and Continuous Improvement** | **Good** | **Stable** |

Strengths

- There is chief officer leadership on performance issues through the DCC's quarterly performance review, which is based on the five business aims of the force and is the key element of organisational performance management. Divisional commanders are held to account for their performance across a broad range of quantitative and qualitative indicators.

- The director of finance has recently set up a series of meetings where divisional commanders have the opportunity to hold HQ support managers to account for their performance in delivering HQ services.

- The force performance review, which identifies and addresses trends and patterns in force performance that require a force-wide response, has been enhanced to drive performance improvements through meetings between the DCC, divisional commanders and the PA. The DCOG mechanism identifies performance issues between divisions and shares good practice.

- The PA is focused on performance and has direct access to iQuanta data. It reports that performance information is provided on bases that are appropriate in quantity, quality and frequency and offers the force an appropriate level of challenge.

- The Audit Commission's assessment of the force against its performance breakthrough framework between 2003 and 2004 was one of 'considerable progress' in managing performance.

- The force has recently started to integrate performance management and the NIM, with correlation between the control strategy and performance objectives. The strategic assessment is submitted to the corporate planning department and analysed for synergy with force priorities as determined by the planning process. The corporate planning department also assesses force and CDRP priorities for appropriate linkage.

- The force uses NMIS IT that is integrated with core applications to provide management information to managers on as frequent a basis as daily, covers key performance indicators and is utilised to analyse performance and inform decision making.

- The force achieved re-accreditation for IiP in 2004 and action plans are being progressed to ensure that the force is again re-accredited in 2007. The force makes use of the European Foundation for Quality Management excellence model for internal self-assessment.

- The force has various local and strategic mechanisms to facilitate continuous improvement and learning, such as management reviews and debriefs of local operations and initiatives and through the DCC's quarterly performance review process. A 'lessons learnt' seminar is conducted at the end of each BVR process to maximise learning.

- The PA approved a review of the BVR process in 2004 to ensure the efficient implementation of recommendations, improve communication, add flexibility and devise an accountable process by which BVRs are selected and progressed. This is now a process based on performance, quality of service improvement and strategic fit, which is kept tight and robustly monitored for progress. The Best Value performance plan is incorporated into the strategic plan.

Areas for Improvement

- Despite the performance management ethos being ingrained at senior management level, it has not permeated throughout the organisation. Performance management has been robustly implemented at the lower levels only in some areas.

- PDR timeliness is good, but the quality underpinning this performance is sporadic. Not all PDRs are reviewed throughout the year and the process is viewed by many as a bureaucratic necessity.

- The monitoring of performance is ingrained at the senior level and increasingly to lower levels of the organisation, but there is a lack of evidence of relentless follow-up where performance falls short at the lower level, with the exception of the formal and structured probationary process.

- The force recognises that the drive for detections during 2004 highlighted a lack of quality issues and these will now be incorporated into the DCC's quarterly performance review process to drive quality forward from the top of the organisation.

- There is no formal force-wide inspection regime that extends beyond the DCC's quarterly review process. There are plans to implement a performance and inspection department as part of the restructuring of HQ support services.

- Communication channels that keep staff informed of performance issues and disseminate good practice are not widespread throughout the organisation. The implementation of a communications strategy in 2005 should go some way towards addressing corporate communications issues.

Appendix 1: Performance Tables

1A: Fairness and Equality							
Indicator	**2003/04**	**2004/05**	**Change**	**MSF Ave 2004/05**	**MSF Rank 2004/05**	**National Ave 2004/05**	**National Rank 2004/05**
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (**SPI 3a**)	N/A	11.1%	N/A	57.9%	6 out of 6	48.6%	37 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided **(SPI 3a)**	N/A	55.6%	N/A	77.3%	6 out of 6	71.5%	36 out of 37
% of white users very/completely satisfied with respect to the overall service provided **(SPI 3b)**	N/A	57.3%	N/A	56.7%	3 out of 6	56.8%	21 out of 37
% of users from BME groups very/completely satisfied with respect to the overall service provided (**SPI 3b**)	N/A	44.1%	N/A	52.6%	6 out of 6	44.1%	30 out of 37
Difference between very/completely satisfied rates **(SPI 3b)**	N/A	13.1 pts	N/A	4.12 pts	N/A	12.7 pts	N/A
% of white users satisfied with respect to the overall service provided **(SPI 3b)**	N/A	76.5%	N/A	76.9%	4 out of 6	78.0%	26 out of 37
% of users from BME groups satisfied with respect to the overall service provided **(SPI 3b)**	N/A	66.3%	N/A	74.7%	6 out of 6	71.2%	32 out of 37
Difference between satisfied rates **(SPI 3b)**	N/A	10.1 pts	N/A	2.17 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	48.3%	N/A	28.9%	1 out of 6	24.7%	4 out of 34
% detected violence against the person offences for white victims **(SPI 3d)**	N/A	53.2%	N/A	35.1%	1 out of 6	34.6%	2 out of 34
Difference in violence against the person detection rates. **(SPI 3d)**	N/A	4.82 pts	N/A	6.2 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	0.36	0.46	*28.5 %*	0.60	3 out of 6	0.70	19 out of 42
% detected racially or religiously aggravated offences	36.7%	38.0%	*1.3 Pts*	33.1%	3 out of 6	36.4%	26 out of 43

1B: Neighbourhood Policing and Community Engagement							
Indicator	**2003/04**	**2004/05**	**Change**	**MSF Ave 2004/05**	**MSF Rank 2004/05**	**National Ave 2004/05**	**National Rank 2004/05**
% of people who think that their local police do a good job **(SPI 2a)**	N/A	40.8%	N/A	47.0%	6 out of 6	48.6%	40 out of 42

* This data was not available at time of publication

1C: Customer Service and Accessibility							
Indicator	**2003/04**	**2004/05**	**Change**	**MSF Ave 2004/05**	**MSF Rank 2004/05**	**National Ave 2004/05**	**National Rank 2004/05**
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to making contact with the police **(SPI 1a)**	N/A	64.4%	N/A	69.2%	5 out of 6	65.9%	29 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to action taken by the police **(SPI 1b)**	N/A	55.1%	N/A	57.3%	4 out of 6	54.9%	22 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	38.5%	N/A	39.7%	4 out of 6	38.8%	25 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	67.7%	N/A	71.3%	5 out of 6	69.5%	29 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	55.8%	N/A	56.2%	3 out of 6	55.6%	22 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to making contact with the police **(SPI 1a)**	N/A	84.9%	N/A	88.3%	5 out of 6	87.8%	29 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	72.6%	N/A	76.1%	6 out of 6	75.4%	30 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to being kept informed of progress **(SPI 1c)**	N/A	57.7%	N/A	58.2%	4 out of 6	58.5%	23 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to their treatment by staff **(SPI 1d)**	N/A	84.8%	N/A	87.4%	5 out of 6	87.8%	32 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	75.3%	N/A	76.5%	5 out of 6	77.3%	30 out of 37
% of people who think that their local police do good job **(SPI 2a)**	N/A	40.8%	N/A	47.0%	6 out of 6	48.6%	40 out of 42
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (**SPI 3a**)	N/A	11.1%	N/A	57.9%	6 out of 6	48.6%	37 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided **(SPI 3a)**	N/A	55.6%	N/A	77.3%	6 out of 6	71.5%	36 out of 37
% of PA buildings open to the public which are suitable for and accessible to disabled people	91.7%	91.7%	*0 Pts*	95.2%	2 out of 5	76.9%	10 out of 38

* This data was not available at time of publication

2A: Reducing Hate Crime and Crimes against Vulnerable Victims							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident **(SPI 8a)**	67.9%	70.4%	*2.5 Pts*	48.3%	2 out of 5	55.7%	14 out of 28
% of partner-on-partner violence **(SPI 8b)**	90.2%	79.0%	*-11.2 Pts*	81.9%	-	74.1%	-
Racially or religiously aggravated offences per 1000 population	0.36	0.46	*28.5 %*	0.60	3 out of 6	0.70	19 out of 42
% detected racially or religiously aggravated offences	36.7%	38.0%	*1.3 Pts*	33.1%	3 out of 6	36.4%	26 out of 43

2B: Volume Crime Reduction							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) **(SPI 4a)**	8.3%	8.7%	*0.4 Pts*	8.1%	4 out of 6	5.3%	36 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime **(SPI 4b)**	22.2%	23.5%	*1.3 Pts*	19.9%	5 out of 6	17.9%	39 out of 42
Domestic Burglary per 1,000 households **(SPI 5a)**	21.13	16.53	*-21.8 %*	12.20	5 out of 6	14.40	33 out of 43
Violent crime per 1,000 population **(SPI 5b)**	17.98	20.54	*14.3 %*	21.52	3 out of 6	22.44	28 out of 42
Robberies per 1,000 population **(SPI 5c)**	1.73	1.79	*3.5 %*	1.08	6 out of 6	1.68	38 out of 42
Vehicle crime per 1,000 population **(SPI 5d)**	17.73	14.66	*-17.3 %*	12.58	4 out of 6	13.99	28 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.62	0.62	*0 %*	0.44	5 out of 6	0.61	30 out of 42
Total recorded crime per 1000 population	108.72	101.04	*-7.1 %*	98.99	3 out of 6	105.37	26 out of 42
Violent Crime committed by a stranger per 1,000 population	3.34	4.30	*28.8 %*	8.35	2 out of 6	9.87	10 out of 34
Violent Crime committed in a public place per 1,000 population	12.01	13.24	*10.2 %*	12.90	4 out of 6	13.86	24 out of 34
Violent Crime committed under the influence of intoxicating substances per 1,000 population	0.83	1.23	*48.2 %*	3.76	1 out of 6	4.16	2 out of 32
Violent crime committed in connection with licensed premises per 1,000 population	1.33	1.48	*11.4 %*	1.56	3 out of 6	1.44	16 out of 32
% of domestic burglaries where the property has been burgled in the previous 12 months	6.5%	6.6%	*0.2 Pts*	7.2%	3 out of 5	8.3%	16 out of 37

* This data was not available at time of publication

2C: Working with Partners to Reduce Crime						
Indicator	**2003/04**	**2004/05**	**Change**	**MSF Ave 2004/05**	**MSF Rank 2004/05**	**National Ave 2004/05**	**National Rank 2004/05**
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) **(SPI 4a)**	8.3%	8.7%	*0.4 Pts*	8.1%	4 out of 6	5.3%	36 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime **(SPI 4b)**	22.2%	23.5%	*1.3 Pts*	19.9%	5 out of 6	17.9%	39 out of 42
Domestic Burglary per 1,000 households **(SPI 5a)**	21.13	16.53	*-21.8 %*	12.20	5 out of 6	14.40	33 out of 43
Violent crime per 1,000 population **(SPI 5b)**	17.98	20.54	*14.3 %*	21.52	3 out of 6	22.44	28 out of 42
Robberies per 1,000 population **(SPI 5c)**	1.73	1.79	*3.5 %*	1.08	6 out of 6	1.68	38 out of 42
Vehicle crime per 1,000 population **(SPI 5d)**	17.73	14.66	*-17.3 %*	12.58	4 out of 6	13.99	28 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.62	0.62	*0 %*	0.44	5 out of 6	0.61	30 out of 42
Total recorded crime per 1000 population	108.72	101.04	*-7.1 %*	98.99	3 out of 6	105.37	26 out of 42

3A: Investigating Major and Serious Crime						
Indicator	**2003/04**	**2004/05**	**Change**	**MSF Ave 2004/05**	**MSF Rank 2004/05**	**National Ave 2004/05**	**National Rank 2004/05**
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.62	0.62	*0 %*	0.44	5 out of 6	0.61	30 out of 42
Number of abductions per 10,000 population	0.296	0.035	*-88.2 %*	0.038	4 out of 6	0.016	35 out of 42
% of abduction crimes detected	5.9%	100.0%	*94.1 Pts*	37.0%	1 out of 6	34.9%	2= out of 43
Number of attempted murders per 10,000 population	0.14	0.21	*50 %*	0.14	6 out of 6	0.14	36 out of 42
% of attempted murder crimes detected	50.0%	50.0%	*0 Pts*	67.7%	6 out of 6	72.7%	39= out of 43
Number of blackmail per 10,000 population	0.227	0.19	*-15.4 %*	0.24	3 out of 6	0.28	29 out of 42
% of blackmail crimes detected	15.4%	27.3%	*11.9 Pts*	24.0%	2 out of 6	26.2%	26 out of 43
Number of kidnappings per 10,000 population	0.54	0.85	*58.1 %*	0.51	6 out of 6	0.53	40 out of 42
% of kidnapping crimes detected	35.5%	36.7%	*1.3 Pts*	39.7%	4 out of 6	44.3%	32 out of 43
Number of manslaughters per 10,000 population	0.	0.	*0 %*	0.018	1 out of 6	0.025	1= out of 42
% of manslaughter crimes detected	0.0%	0.0%	*0 %*	84.6%	N/A	119.2%	N/A
Number of murders per 10,000 population	0.139	0.139	*0 %*	0.086	6 out of 6	0.138	32 out of 42
% of murder crimes detected	100.0%	112.5%	*12.5 Pts*	85.2%	1 out of 6	94.5%	9 out of 43
Number of rapes per 10,000 population	2.56	2.84	*10.9 %*	2.89	3 out of 6	2.65	32 out of 42
% of rape crimes detected	21.1%	23.3%	*2.2 Pts*	23.0%	3 out of 6	29.5%	32 out of 43

* This data was not available at time of publication

3B: Tackling Level 2 Criminality							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
Violent crime per 1,000 population **(SPI 5b)**	17.98	20.54	*14.3 %*	21.52	3 out of 6	22.44	28 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.62	0.62	*0 %*	0.44	5 out of 6	0.61	30 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population **(SPI 6c)**	0.20	0.07	*-61.6 %*	0.20	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)**	29.2%	18.6%	*-36.4 %*	19.6%	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)**	26.2%	39.5%	*51.2 %*	42.9%	N/A	43.7%	N/A
Number of joint operations between the force and NCS	2.00	1.00	*-50 %*	8.67	N/A	3.94	N/A
Number of joint operations between the force and Revenue and Customs	1	1	*0 %*	9.7	N/A	6.78	N/A
No. of confiscation orders	12	12	*0 %*	15.9	N/A	43.16	N/A
Total value of confiscation orders	£3,469,704	£130,119	*-96.2 %*	£560,390	N/A	£1,179,340	N/A
No. of forfeiture orders	15	1	*-93.3 %*	6.9	N/A	18.21	N/A
Forfeiture value	£18,040	£415	*-97.7 %*	£16,461	N/A	£79,822	N/A
Trafficking in controlled drugs per 1000 population	0.18	0.25	*39 %*	0.33	2 out of 6	0.45	4 out of 42
% detected trafficking in controlled drugs offences	89.5%	86.3%	*-3.2 Pts*	95.2%	6 out of 6	91.7%	35 out of 43

3C: Investigating Hate Crime and Crimes against Vulnerable Victims							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident **(SPI 8a)**	67.9%	70.4%	*2.5 Pts*	48.3%	2 out of 5	55.7%	14 out of 28
% of partner-on-partner violence **(SPI 8b)**	90.2%	79.0%	*-11.2 Pts*	81.9%	*	74.1%	*
Racially or religiously aggravated offences per 1000 population	0.36	0.46	28.5 %	0.6	3 out of 6	0.7	19 out of 42
% detected racially or religiously aggravated offences	36.7%	38.0%	*1.3 Pts*	33.1%	3 out of 6	36.4%	26 out of 43

* This data was not available at time of publication

3D: Volume Crime Investigation							
Indicator	**2003/04**	**2004/05**	**Change**	**MSF Ave 2004/05**	**MSF Rank 2004/05**	**National Ave 2004/05**	**National Rank 2004/05**
% detected of vehicle crimes **(SPI 7e)**	10.5%	11.9%	*1.4 Pts*	10.1%	3 out of 6	10.1%	22 out of 43
% detected of violent crime **(SPI 7c)**	47.4%	54.0%	*6.6 Pts*	42.7%	2 out of 6	49.5%	24 out of 43
% detected of domestic burglaries **(SPI 7b)**	11.6%	16.2%	*4.6 Pts*	15.7%	2 out of 6	15.9%	25 out of 43
% detected of robberies **(SPI 7d)**	15.4%	23.3%	*7.9 Pts*	19.6%	2 out of 6	19.9%	28 out of 43
% of notifiable/recorded offences resulting in a charge, summons, caution or taken into consideration at court **(SPI 7a)**	19.7%	24.2%	*4.5 Pts*	21.7%	2 out of 6	21.4%	15 out of 43
% total crime detected	23.5%	28.0%	*4.5 Pts*	24.1%	3 out of 6	25.7%	21 out of 43
% sanction detected of vehicle crimes	10.0%	11.4%	*1.4 Pts*	9.7%	3 out of 6	9.3%	18 out of 43
% sanction detected of violent crime	38.0%	41.2%	*3.3 Pts*	34.1%	1 out of 6	34.3%	15 out of 43
% sanction detected of domestic burglaries	10.9%	15.6%	*4.7 Pts*	14.8%	2 out of 6	14.3%	21 out of 43
% sanction detected of robberies	15.0%	21.7%	*6.7 Pts*	18.3%	2 out of 6	17.2%	26 out of 43
% detected racially or religiously aggravated offences	36.7%	38.0%	*1.3 Pts*	33.1%	3 out of 6	36.4%	26 out of 43
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6a)**	11897	12254	*3 %*	23778	N/A	27381	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6b)**	19.5%	21.1%	*1.6 Pts*	20.4%	4 out of 6	20.7%	27 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population **(SPI 6c)**	0.20	0.07	*-61.6 %*	0.20	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)**	29.2%	18.6%	*-36.4 %*	19.6%	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)**	26.2%	39.5%	*51.2 %*	42.9%	N/A	43.7%	N/A

* This data was not available at time of publication

3E: Forensic Management							
Indicator	**2003/04**	**2004/05**	**Change**	**MSF Ave 2004/05**	**MSF Rank 2004/05**	**National Ave 2004/05**	**National Rank 2004/05**
Burglary Dwelling - % scenes examined	89.0%	99.1%	*10.1 Pts*	86.8%	2 out of 6	85.4%	4 out of 42
Theft of motor vehicle (MV) - % scenes examined	55.0%	55.5%	*0.5 Pts*	53.4%	3 out of 6	40.1%	11 out of 42
% fingerprint recovery from burglary dwelling scenes examined	33.0%	35.5%	*2.5 Pts*	39.4%	4 out of 6	32.1%	23 out of 42
% fingerprint recovery from theft of MV scenes examined	52.0%	52.3%	*0.3 Pts*	49.3%	4 out of 6	48.9%	20 out of 42
% DNA recovery from burglary scenes examined	5.0%	11.2%	*6.2 Pts*	9.0%	2 out of 6	8.2%	10 out of 42
% DNA recovery from theft of MV scenes examined	19.0%	21.9%	*2.9 Pts*	21.2%	3 out of 6	20.1%	16 out of 42
% fingerprint idents from recovery at burglary dwelling scenes	12.0%	12.1%	*0.1 Pts*	14.8%	5 out of 6	16.8%	38 out of 42
% DNA matches from recovery at burglary dwelling scenes	*	14.9%	*N/A*	31.9%	6 out of 6	35.5%	42 out of 42
% DNA matches from recovery at theft of MV scenes	*	30.1%	*N/A*	39.2%	4 out of 6	38.3%	29 out of 42
% fingerprint idents from recovery at theft of MV scenes	39.0%	22.4%	*-16.6 Pts*	26.7%	4 out of 6	27.9%	33 out of 42
% conversion of fingerprint idents to primary detections	30.0%	40.8%	*10.8 Pts*	49.1%	5 out of 6	45.3%	30 out of 41
% conversion of fingerprint idents to total detections (incl. secondary)	144.0%	132.9%	*-11.1 Pts*	96.0%	2 out of 6	82.5%	5 out of 41
% DNA primary detections per match	41.0%	50.5%	*9.5 Pts*	54.5%	4 out of 6	49.5%	23 out of 42
% DNA total detections per match (incl. secondary)	109.0%	89.3%	*-19.7 Pts*	110.4%	5 out of 6	88.7%	26 out of 42

3F: Criminal Justice Processes							
Indicator	**2003/04**	**2004/05**	**Change**	**MSF Ave 2004/05**	**MSF Rank 2004/05**	**National Ave 2004/05**	**National Rank 2004/05**
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6a)**	11897	12254	*3 %*	23778.3	N/A	27380.9	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6b)**	19.5%	21.1%	*2 Pts*	20.4%	4 out of 6	20.7%	27 out of 42
% of arrest summons entered onto the PNC in one day (target 90%)	83.8%	86.0%	*2.3 Pts*	84.1%	3 out of 6	82.0%	11 out of 43
% of court results entered onto the PNC in 10 days	51.7%	72.1%	*20.5 Pts*	53.9%	2 out of 6	54.5%	11 out of 43
Number of sanction detections	12,316	14,058	*14.1 %*	25,314.2	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	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
BCS Fear of Crime (% very worried about burglary) **(SPI 10a)**	12.2%	11.3%	*-0.9 Pts*	11.7%	3 out of 6	11.3%	26 out of 42
BCS Fear of Crime (% high levels of worry about vehicle crime) **(SPI 10a)**	13.7%	12.1%	*-1.5 Pts*	13.4%	2 out of 6	12.5%	22 out of 42
BCS Fear of Crime (% high levels of worry about violent crime) **(SPI 10a)**	16.4%	19.1%	*2.7 Pts*	17.5%	5 out of 6	15.1%	35 out of 42
BCS Feeling of Public Safety (% high levels of perceived disorder) **(SPI 10b)**	18.0%	21.7%	*3.7 Pts*	17.6%	5 out of 6	15.8%	39 out of 42
% of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months.	*	*	*	*	*	*	*
% of domestic burglaries where the property has been burgled in the previous 12 months	6.5%	6.6%	*0.2 Pts*	7.2%	3 out of 5	8.3%	16 out of 37

4B: Reducing Anti-Social Behaviour and Promoting Public Safety							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled **(SPI 9a)**	*	4.79	*	5.02	*	5.69	11 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.40	*	0.50	1 out of 4	0.51	8 out of 34

5A: Call Management							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
The local target time for answering 999 calls (secs)	15.	15.	*0 %*	11.	N/A	11.1	N/A
Number of calls answered within local target time	83,871	89,838	*7.1 %*	188,291	N/A	254,988	N/A
% of 999 calls answered within locally set target time	94.1%	95.2%	*1.1 Pts*	93.1%	2 out of 5	87.3%	4 out of 39

* This data was not available at time of publication

5B: Providing Specialist Operational Support							
Indicator	**2003/04**	**2004/05**	**Change**	**MSF Ave 2004/05**	**MSF Rank 2004/05**	**National Ave 2004/05**	**National Rank 2004/05**
Total number of operations involving the authorised deployment of Authorised Firearms Officers where the issue of a firearm was authorised	442	475	*7.5 %*	273.2	N/A	378.5	N/A
Number of operations where the officers have not commenced operations before being stood down	8	10	*25 %*	14.4	N/A	22.5	N/A

5C: Roads Policing							
Indicator	**2003/04**	**2004/05**	**Change**	**MSF Ave 2004/05**	**MSF Rank 2004/05**	**National Ave 2004/05**	**National Rank 2004/05**
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled **(SPI 9a)**	*	4.79	*	*	2 out of 4	5.69	11 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.40	*	0.50	1 out of 4	0.51	8 out of 34

6A: Human Resource Management							
Indicator	**2003/04**	**2004/05**	**Change**	**MSF Ave 2004/05**	**MSF Rank 2004/05**	**National Ave 2004/05**	**National Rank 2004/05**
Number of working hours lost due to sickness by police officers **(SPI 13a)**	75.26	80.62	*7.1 %*	52.20	3 out of 4	70.57	20 out of 37
Number of working hours lost due to sickness by police staff **(SPI 13b)**	69.75	57.86	*-17.1 %*	44.02	3 out of 4	63.72	13 out of 37
Medical retirements per 1,000 police officers	0.83	2.44	*192 %*	2.87	4 out of 6	2.9	16 out of 39
Medical retirements per 1,000 police staff	1.5	2.96	*97.8 %*	1.22	5 out of 5	2.16	26 out of 39

* This data was not available at time of publication

6C: Race and Diversity							
Indicator	**2003/04**	**2004/05**	**Change**	**MSF Ave 2004/05**	**MSF Rank 2004/05**	**National Ave 2004/05**	**National Rank 2004/05**
% of police recruits from BME groups **(SPI 12a)**	2.8%	9.8%	*6.9 Pts*	4.7%	N/A	3.9%	N/A
% of people from BME groups in the economically active population of the force area **(SPI 12a)**	N/A	11.5%	N/A	5.4%	N/A	8.0%	N/A
Ratio of BME groups resigning to all officer resignations **(SPI 12b)** (white officers: BME officers)	1: 0.43	1: 0.55	*26.6 %*	1: 0.9	2 out of 6	1: 1.47	15 out of 37
% of female officers compared to overall force strength **(SPI 12c)**	21.8%	23.4%	*1.6 Pts*	21.9%	2 out of 6	21.2%	8 out of 42
% of female police staff compared to total police staff	68.2%	69.3%	*1.1 Pts*	63.4%	1 out of 6	62.3%	1 out of 42
% of white police officer applicants appointed	*	*	*	*	*	*	*
% of BME police officer applicants appointed	*	*	*	*	*	*	*
Difference in % of applicants appointed	*	*	*	*	*	*	*
% of female police officer applicants appointed	*	*	*	*	*	*	*
% of male police officer applicants appointed		*	*	*	*	*	*
Difference in % of applicants appointed	*	*	*	*	*	*	*
Difference between voluntary resignation rates of male and female officers	1: 1.08	1: 1.53	*42.5 %*	1: 1.49	4 out of 6	1: 1.41	25 out of 39

6D: Resource Management							
Indicator	**2003/04**	**2004/05**	**Change**	**MSF Ave 2004/05**	**MSF Rank 2004/05**	**National Ave 2004/05**	**National Rank 2004/05**
% 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	92.8%	89.6%	*-3.1 Pts*	91.0%	4 out of 5	88.2%	30 out of 41
Total spending per police officer	£65,226.71	£67,438.86	*3.4 %*	£67,585.91	N/A	£121,668.41	N/A
Total spending per 1,000 population	£136,342.09	£144,753.12	*6.2 %*	£149,935.27	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
ABE	achieving best evidence
ACC	assistant chief constable
ACPC	area child protection committee
ACPO	Association of Chief Police Officers
ANPR	automatic number plate recognition
ASB	anti-social behaviour
ASBO	anti-social behaviour order
BCS	British Crime Survey
BCU	basic command unit
BME	black and minority ethnic
BVR	Best Value Review
CAD	community action department
CAI	child abuse investigation
CAT	computer automated tracking
CDRP	Crime and Disorder Reduction Partnership
CHC	call-handling centre
CIA	community impact assessment

CID	Criminal Investigation Department
COMPASS	a national information technology system for tracking, managing and recording caseload information
CP	child protection
CPS	Crown Prosecution Service
CPT	child protection team
CRU	crime reporting unit
DASCU	drugs and serious crime unit
DAT	drug action team
DCC	deputy chief constable
DCOG	divisional commanders' operations group
DNA	deoxyribonucleic acid
DV	domestic violence
DVU	domestic violence unit
EDPB	equality and diversity project board
FSS	forensic science service
Gender Agenda	an ACPO/Home Office initiative to promote equal opportunities for women in the police service
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
Glidewell	Review of the Crown Prosecution Service, Cm 3960 (June 1998)
HMIC	Her Majesty's Inspectorate of Constabulary

HOLMES	Home Office Large Major Enquiry System
HQ	headquarters
HR	human resource
IAG	Independent Advisory Group – a body advising a force or BCU on race and diversity issues
ICF	Integrated Competency Framework – an amalgamation of the national competency framework and the national occupational standards framework
IiP	Investors in People
iQuanta	a web-based tool for policing performance information and analysis, developed by the Police Standards Unit (PSU) of the Home Office
IS	information systems
IT	information technology
LAMRIG	Luton multi-agency racial incident group
LCJB	local criminal justice board
Level 2 Criminality	criminal activity that takes place on a cross-boundary basis
LSP	local strategic partnership
MAPPA	multi-agency police protection arrangements
MIRSAP	major incident room standardised administrative procedures
MSF	most similar forces – a way of grouping forces to which each police force can be compared that has similar social and demographic characteristics
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
NVQ	National Vocational Qualification
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
PPAF	police performance assessment framework
PNC	Police National Computer
POCA	Proceeds of Crime Act 2004
PPO	prolific and priority offender
PSD	professional standards department
PYO	persistent young offender
QA	quality assurance

RES	race equality scheme
RTC	road traffic collision
Sanction Detections	offences that are detected by way of charge, summons, caution, fixed penalty for disorder or offences admitted on a signed 'taken into consideration' schedule
SGC	specific grading criteria
SIO	senior investigating officer
SLA	service level agreement
SOCO	scenes of crime officer
SPI(s)	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'
SSM	scientific support manager
TCG	tasking and co-ordination group
Volume crime	not a technical term but normally refers to high incidence vehicle crime, burglary and in some areas robbery