

Her Majesty's Inspectorate of Constabulary



HMIC Inspection Report
Derbyshire Constabulary
Neighbourhood Policing
Developing Citizen Focus Policing

September 2008



Derbyshire Constabulary – HMIC Inspection

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Contents

Introduction to HMIC Inspections
HMIC Business Plan for 2008/09
Programmed Frameworks
Statutory Performance Indicators and Key Diagnostic Indicators
Developing Practice
The Grading Process
Force Overview and Context
Force Performance Overview

Findings

Neighbourhood Policing

Developing Citizen Focus Policing

Appendix 1: Glossary of Terms and Abbreviations

Appendix 2: Developing Practice

Appendix 3: Assessment of Outcomes Using Statutory Performance Indicator Data

Introduction to HMIC Inspections

For a century and a half, Her Majesty's Inspectorate of Constabulary (HMIC) has been charged with examining and improving the efficiency of the police service in England and Wales, with the first HM Inspectors (HMIs) being appointed under the provisions of the County and Borough Police Act 1856. In 1962, the Royal Commission on the Police formally acknowledged HMIC's contribution to policing.

HMIs are appointed by the Crown on the recommendation of the Home Secretary and report to HM Chief Inspector of Constabulary, who is the Home Secretary's principal professional policing adviser and is independent of both the Home Office and the police service. HMIC's principal statutory duties are set out in the Police Act 1996. For more information, please visit HMIC's website at <http://inspectors.homeoffice.gov.uk/hmic/>.

In 2006, HMIC conducted a broad assessment of all 43 Home Office police forces in England and Wales, examining 23 areas of activity. This baseline assessment had followed a similar process in 2005, and thus created a rich evidence base of strengths and weaknesses across the country. However, it is now necessary for HMIC to focus its inspection effort on those areas of policing that are not data-rich and where qualitative assessment is the only feasible way of judging both current performance and the prospects for improvement. This, together with the critical factor that HMIC should concentrate its scrutiny on high-risk areas of policing – in terms of risk both to the public and to the service's reputation – pointed inexorably to a focus on what are known collectively as 'protective services'. In addition, there is a need to apply professional judgement to some key aspects of leadership and governance, where some quantitative measures exist but a more rounded assessment is appropriate.

Having reached this view internally, HMIC consulted key stakeholders, including the Home Office, the Association of Chief Police Officers (ACPO) and the Association of Police Authorities (APA). A consensus emerged that HMIC could add greater value by undertaking more probing inspections of fewer topics. Stakeholders concurred with the emphasis on protective services but requested that Neighbourhood Policing remain a priority for inspection until there is evidence that it has been embedded in everyday police work.

HMIC uses a rigorous and transparent methodology to conduct its inspections and reach conclusions and judgements. All evidence is gathered, verified and then assessed against specific grading criteria (SGC) drawn from an agreed set of national (ACPO-developed) standards. However, the main purpose of inspection is not to make judgements but to drive improvements in policing. Both professional and lay readers are urged, therefore, to focus not on the headline grades but on the opportunities for improvement identified within the text of this report.

HMIC Business Plan for 2008/09

HMIC's business plan (available at <http://inspectors.homeoffice.gov.uk/hmic/our-work/business-plan/>) reflects our continued focus on:

- protective services – including the management of public order, civil contingencies and critical incidents as phase 3 of the programme in autumn 2008/spring 2009;
- counter-terrorism – including all elements of the national CONTEST strategy;

September 2008

- strategic services – such as information management and professional standards; and
- the embedding of Neighbourhood Policing.

HMIC's priorities for the coming year are set in the context of the wide range of strategic challenges that face both the police service and HMIC, including the need to increase service delivery against a backdrop of reduced resources. With this in mind, the business plan for 2008/09 includes for the first time a 'value for money' plan that relates to the current Comprehensive Spending Review period (2008–11).

Our intention is to move to a default position where we do not routinely carry out all-force inspections, except in exceptional circumstances; we expect to use a greater degree of risk assessment to target activity on those issues and areas where the most severe vulnerabilities exist, where most improvement is required or where the greatest benefit to the service can be gained through the identification of best practice.

The recent Green Paper on policing – *From the Neighbourhood to the National: Policing our Communities Together* – proposes major changes to the role of HMIC. We are currently working through the implications to chart a way forward, and it will not be until the late Autumn when we are able to communicate how this will impact on the future approach and inspection plans. In the meantime, we have now commenced work covering the areas of critical incident management, public order and civil contingencies/emergency planning – which will conclude in early 2009. In consultation with ACPO portfolio holders and a range of relevant bodies (such as the Cabinet Office in respect of civil contingency work) we have conducted an assessment of risk, threat and demand and, based on this, we will focus on those forces where we can add most value. We will also commence a series of police authority inspections in April 2009, which will follow a pilot process from November 2008 through to January 2009.

Programmed Frameworks

During phase 2 of HMIC's inspection programme, we examined force responses to major crime, serious and organised crime, Neighbourhood Policing and Developing Citizen Focus Policing in each of the 43 forces of England and Wales.

This document includes the full graded report for the Neighbourhood Policing inspection and Developing Citizen Focus Policing inspection.

Neighbourhood Policing

The public expect and require a safe and secure society, and it is the role of the police, in partnership, to ensure provision of such a society. The HMIC inspection of Neighbourhood Policing implementation assesses the impact on neighbourhoods together with identified developments for the future.

The piloting of the National Reassurance Policing Programme (NRPP) between April 2003 and 2005 led to the Neighbourhood Policing programme launch by ACPO in April 2005.

There has been considerable commitment and dedication from key partners, from those in neighbourhood teams and across communities to deliver Neighbourhood Policing in every area. This includes over £1,000 million of government investment (2003–09), although funding provision beyond 2009 is unclear.

The NRPP evaluation highlighted three key activities for successful Neighbourhood Policing, namely:

- the consistent presence of dedicated neighbourhood teams capable of working in the community to establish and maintain control;
- intelligence-led identification of community concerns with prompt, effective, targeted action against those concerns; and
- joint action and problem solving with the community and other local partners, improving the local environment and quality of life.

To date, the Neighbourhood Policing programme has recruited over 16,000 police community support officers (PCSOs), who, together with 13,000 constables and sergeants, are dedicated by forces to 3,600 neighbourhood teams across England and Wales.

This report further supports Sir Ronnie Flanagan's *Review of Policing* (2008), which considers that community safety must be at the heart of local partnership working, bringing together different agencies in a wider neighbourhood management approach.

Developing Citizen Focus Policing

Citizen Focus policing is about developing a culture where the needs and priorities of the citizen are understood by staff and are always taken into account when designing and delivering policing services.

Sir Ronnie Flanagan's *Review of Policing* emphasised the importance of focusing on the treatment of individuals during existing processes: this is one of the key determinants of satisfaction.

A sustained commitment to quality and customer need is essential to enhance satisfaction and confidence in policing, and to build trust and further opportunities for active engagement with individuals, thereby building safer and more secure communities.

This HMIC inspection of Developing Citizen Focus Policing is the first overall inspection of this agenda and provides a baseline for future progress. One of the key aims of the inspection was to identify those forces that are showing innovation in their approach, to share effective practice and emerging learning. A key challenge for the service is to drive effective practice more widely and consistently, thereby improving the experience for people in different areas.

Latest data reveals that, nationally, there have been improvements in satisfaction with the overall service provided. However, the potential exists to further enhance customer experience and the prospect of victims and other users of the policing service reporting consistently higher satisfaction levels. All the indications show that sustained effort is required over a period of years to deliver the highest levels of satisfaction; this inspection provides an insight into the key aspects to be addressed. It is published in the context of the recent Green Paper *From the Neighbourhood to the National – Policing our Communities Together* and other reports, which all highlight the priorities of being accountable and responsive to local people. The longer-term investment in Neighbourhood Policing and the benefits of Neighbourhood Management have provided an evidence base for the broad Citizen Focus agenda.

Statutory Performance Indicators and Key Diagnostic Indicators

In addition to the inspection of forces, HMIC has drawn on published data in the Policing Performance Assessment Frameworks (PPAFs) published between March 2005 and March 2008 as an indicator of outcomes for both Neighbourhood Policing and Developing Citizen Focus Policing.

The statutory performance indicators (SPIs) and key diagnostic indicator (KDI) that are most appropriate to indicate outcomes for the public and are used to inform this inspection are set out below:

Neighbourhood Policing

- SPI 2a – the percentage of people who think that their local police do a good or excellent job.
- KDI – the percentage of people who ‘agree local police are dealing with anti-social behaviour and crime that matter in this area’.
- SPI 10b – the percentage of people who think there is a high level of anti-social behaviour in their area.

Developing Citizen Focus Policing

- SPI 1e – satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with the overall service provided by the police.
- SPI 3b – a comparison of satisfaction rates for white users with those for users from minority ethnic groups with the overall service provided.

Forces are assessed in terms of their performance compared with the average for their most similar forces (MSF) and whether any difference is statistically significant. Statistical significance can be explained in lay terms as follows: ‘The difference in performance between the force and the average for its MSF is unlikely to have occurred by chance.’ A more detailed description of how statistical significance has been used is included in Appendix 3 at the end of this report.

Developing Practice

In addition to assessing force performance, one of HMIC’s key roles is to identify and share good practice across the police service. Much good practice is identified as HMIC conducts its assessments and is reflected (described as a ‘strength’) in the body of the report. In addition, each force is given the opportunity to submit more detailed examples of its good practice. HMIC has therefore, in some reports, selected suitable examples and included them in the report. The key criteria for each example are that the work has been evaluated by the force and the good practice is easily transferable to other forces; each force has provided a contact name and telephone number or email address, should further information be required. HMIC has not conducted any independent evaluation of the examples of good practice provided.

The Grading Process

HMIC has moved to a new grading system based on the national standards; forces will be deemed to be meeting the standard, exceeding the standard or failing to meet the standard.

Meeting the standard

HMIC uses the standards agreed with key stakeholders including ACPO, the National Policing Improvement Agency (NPIA) and the Home Office as the basis for SGC. The standards for Neighbourhood Policing and Developing Citizen Focus Policing are set out in those sections of this report, together with definitions for exceeding the standard and failing to meet the standard.

Force Overview and Context

Derbyshire constabulary has:

- 4 BCUs
- 103 Neighbourhood Policing Teams
- 189 Officers dedicated to Neighbourhood Policing
- 179 PCSOs dedicated to Neighbourhood Policing

There are 9 CDRPs which cover the force area.

Geographical description of force area

The county of Derbyshire covers an area of over 1,000 square miles. It has a mixture of urban and rural areas, including former mining communities in the north east, the industrial city of Derby in the south, and the vast moorlands and countryside of the Peak District in the north west.

Demographic profile of force area

Derbyshire has a total population of 987,000, with 422,000 households. The black and minority ethnic (BME) proportion of the population is lower than the national average at just under 5%. Almost 80% of the BME population lives in the city of Derby. Derbyshire also has a higher proportion of senior citizens than both the regional and national averages. Derby City is a unitary authority and there are a further eight borough and district councils within the administrative county. Nine crime and disorder reduction partnerships (CDRPs) correspond to the nine local government areas within Derbyshire.

Strategic priorities

For 2008/09 the force's corporate priorities are to:

Work on regional collaboration continues, with Derbyshire staff contributing to the work of the regional collaboration planning team and units. Regional collaboration should bring opportunities for efficiency and performance improvements across many operational policing and supporting activities in the East Midlands region, and the savings released will help to maintain front-line services.

Force developments since 2007

The force has developed an action plan to address the areas for improvement identified in phase two of inspection activity. This action plan is subject to quarterly updating of developments and is monitored by the Chief Constable and the PA prior to discussion with HMIC.

Structural description of the force area

Policing is delivered via an operations division, a crime support department and four territorial divisions or basic command units (BCUs) covering the areas of Alfreton, Buxton, Chesterfield and Derby. Each BCU is led by a chief superintendent and is subdivided into a number of geographically based sections. An inspector heads each section, providing local accountability. The force philosophy is based on a clear commitment to community-based, problem-solving policing, as set out in the Chief Constable’s vision statement. The force is committed to placing at least one neighbourhood beat officer on every beat.

Safer neighbourhood teams (SNTs) are now in communities with over 400 members of staff committed to these teams. All of the 103 neighbourhoods have teams made up of police officers, police community support officers (PCSOs) and special constables, together with wardens and other partner agencies. Each SNT has developed local key individual networks (KINs). The purpose of a KIN is to enable community members to better influence local policing and for the force to get increased information about issues affecting local communities.

Deliver effective neighbourhood-focused policing	... to minimise community harm
Maintain low levels of acquisitive crime	... to minimise volume crime
Reduce violent crime	... to reduce threats from major crime and dangerous offenders, particularly towards vulnerable people
Maintain high detection rates	... to minimise volume crime
Protect people from the harm caused by terrorism and by the more serious and organised offending	... to deal with organised crime and the criminality of those involved in terrorism or extremism
Increase public confidence and satisfaction	... to ensure continued trust in the organisation
Manage our resources efficiently and effectively	... to sustain organisational performance

The total strength of the force, including part-time and seconded officers, is 2,111 police officers, 179 PCSOs, 1,670 police staff and 411 special constables. The command team is based at the force headquarters (HQ) at Butterley Hall on the outskirts of Ripley. The chief officer team is headed by the Chief Constable, Michael Creedon. Deputy Chief Constable (DCC) Alan Goodwin holds the portfolios for corporate development, information services, legal services and professional standards. Assistant Chief Constable (ACC) Dee Collins holds the portfolios for human resources, call handling, the Special Constabulary, learning

and development and criminal justice. ACC Peter Goodman leads on operations, including divisional/territorial policing, specialist crime, specialist operations, community safety, intelligence, scientific support, level 2 crime and roads policing. Terry Neaves is the Director of Finance and Administration. The Derbyshire PA consists of 17 members: 7 councillors from Derbyshire County Council, 2 councillors from Derby City Council, 3 magistrates and 5 independent members. The chair of the PA is Janet Birkin.

Key corporate initiatives

Collaboration (strategic partnerships)

The East Midlands special operations unit (EMSOU) is one example of collaboration. It was set up to tackle serious and organised crime in the East Midlands. Another example is the joint air support unit serving Nottinghamshire and Derbyshire. Chief Constables and the chairs of PAs from Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire are committed to working together to improve efficiency and performance in the future. Collaboration will achieve improved levels of service from within existing resources and/or similar levels of service at reduced cost. Collaboration does this while retaining local police forces and local accountability.

Following the HMIC report *Closing the Gap*, the five East Midlands forces and their PAs considered how best to identify and address gaps within protective services (serious and organised crime, major crime, strategic roads policing, civil contingencies, critical incidents and public order). New emphasis was placed on working collaboratively after the Home Office withdrew its 2005 plans to merge police forces.

The five police forces individually and collectively identified those areas where there is the greatest need to increase capacity and capability to address protective service gaps. This assessment drew on local, regional and national data and will be updated periodically. The areas with the most urgency for improvements across more than one force are the priority for a regional programme and for significant progress by 2009.

Regional protective services work programme:

- Witness protection
- Making best use of police officers with specialist operational skills
- Domestic abuse
- Technical support to police operations
- Hi-tech crime
- Ability to tackle cross-regional and national criminality impacting on the region
- Live and cold case reviews
- Surveillance support teams

Parallel work conducted with support from consultants identified opportunities for greater productivity.

Regional productivity projects:

- Tape summarising
- Managing demand
- Managing resources
- Prisoner processing and file preparation
- Forensics and identification
- Authorisation for specialised surveillance
- Mobile data
- Aligning policy and procedure across forces

- workforce modernisation

A collaboration programme team manages the programme of regional work. The team will cost £1.13 million in 2008/09 and £1.2 million in 2009/10. It is funded jointly by the five police forces. Projects are led by chief officers from around the region. The programme is overseen by a collaboration board, comprising Chief Constables, the chairs and members of PAs. This board meets approximately every six weeks. It provides the detailed management of the programme. There is further oversight of the work through the East Midlands joint police authorities committee, which meets quarterly in public. Detailed information about the programme of regional collaboration on protective services and productivity, including work beyond 2008/09, is set out in the East Midlands regional collaboration plan.

Efficiency

Ways in which the force is increasing its efficiency are:

Workforce modernisation – With over 80% of the budget being spent on police officers and police staff, people resources must be used effectively. The force is looking at opportunities to change the mix of support staff and police officers to make sure they have the right people doing the right job. Over the last two years they have redeployed 45 police officers from support roles and returned them to front-line duties.

Moving resources away from lower risk areas – Some areas of policing pose less of a threat to Derbyshire than others. The force is assessing where it can better place resources to effectively manage high priority issues.

Section review – The force is reviewing its current force structure to find ways to release police officer resources to improve its ability to respond to public service demand.

Making the most of technology – The force is working on the development of mobile data technology to improve officer visibility by making processes traditionally only accessible within police stations to officers out on patrol. This has the potential to reduce bureaucracy and improve data timeliness and efficiency.

Future developments

- Automatic number plate recognition (ANPR) expansion to include fixed systems operating in town centres and major road networks.
- Seeking to increase investigation of criminal lifestyles through an increased capacity for the economic crime unit.
- Increasing intervention and support services through the priority and prolific offenders' scheme.
- Developing services available for alcohol addiction.
- Working to address the link between substance abuse and violent crime.
- The investigation of domestic violence (DV) is a critical area where the force is continually looking to improve its response. Learning from the successes of two enforcement campaigns and when resources allow, the force would like to see specialist investigators dealing with all aspects of serious domestic assaults.

September 2008

- Implementing the results from local research to tackle alcohol-related violence, the force is concentrating on improving the operation of the night-time economy by working closely with partners and the industry and utilising legislative arrangements when necessary.
- Bringing the safer schools initiative closer to the safer neighbourhoods work to extend the possibilities and engagement with communities through KINs.
- Acknowledging the benefits that the public have recognised in the deployment of community support officers the force will look to secure the resources to extend these valuable resources in the priority areas.
- A programmed series of internal SNT inspections has been developed to ensure the teams maintain and continue their high quality of service within their communities.
- Continued support of the SNTs coupled with greater partnership work and further improvements on crime reduction methods to help reduce volume crime.

Identifying and implementing initiatives to support the Government's action plan for tackling violence, *Saving Lives. Reducing Harm. Protecting the Public.*
<http://www.homeoffice.gov.uk/documents/violent-crime-action-plan-180208>

Neighbourhood Policing

2007/08 Neighbourhood Policing Summary of judgement	Meeting the standard
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Meeting the standard

Following the moderation process, Derbyshire was assessed as meeting the standard. Neighbourhood policing has been implemented to a consistent standard across the force.

Neighbourhoods are appropriately staffed (coverage).

Summary statement

The force is deploying across all its BCUs, the right people in the right place at the right times to ensure its neighbourhoods are appropriately staffed.

Strengths

- There are 103 identified safer neighbourhoods within Derbyshire with 100% coverage across the force area beyond April 2008.
- The boundaries are clearly defined and were established in consultation with Derbyshire County and Derby City Council in November 2006. The boundaries are co-terminus with council wards and encompass the nine Crime and Disorder Reduction Partnership (CDRP) areas. Although not formally reviewed boundaries are subject of regular discussion between the force and partners at the neighbourhood policing programme board. The boundaries are co-terminus and this structure is deemed to be appropriate. There are no current plans to re-define safer neighbourhood areas.
- All neighbourhoods have a named contact at either PC/PCSO level or both.
- There is clear evidence of succession planning to maintain staffing levels with a robust process to ensure continuity of SNT establishment. Section inspectors report on an on going basis to BCU commanders in relation to the staffing levels of SNTs. BCU commanders in turn report to the neighbourhood policing program board and there is a process in place to ensure SNT vacancies are filled at the earliest opportunity and in any case within twenty eight days. To account for the increase in establishment of PCSOs from 160 to 193.5 the safer neighbourhoods development group have produced a PCSO recruitment plan that assumes an element of over capacity based on a predicted wastage figure of three officers per month. With a recruitment figure of sixteen PCSOs every twelve weeks allowing for wastage the force will reach its new establishment by September 2008, at which time the plan will be reviewed.
- SNTs are supported by a network of 27 Safer Neighbourhoods sergeants, 162 police constables, and 160 PCSOs. There are an additional 17 PCSOs match funded by partners.

- All special constables are aligned to neighbourhood teams and there is an expectation that officers will perform the majority of their duties against neighbourhood priorities in support of SNTs.
- Derbyshire safety marshals patrol the streets of Chesterfield, Ilkeston and Ripley, in a joint police and community safety partnerships (CSP) initiative. The £16,200 pilot project facilitates members of the public to patrol the streets during Friday and Saturday evenings to assist to maintain a good atmosphere.
- All SNT members operate from appropriate accommodation and are supplied with the equipment they need to fulfil their role. In some areas, the accommodation is shared with partner agencies to facilitate joint problem solving.
- The force has introduced an Internet search facility that enables Contact Management Centre staff to research and provide callers with named contacts for each SNT area.
- Corporate abstraction guidelines have been issued which include police officers and PCSOs. The guidelines which clearly identify when a member of staff is considered to be abstracted are widely circulated and understood by all staff. The management of abstraction is the responsibility of chief inspectors on BCUs and is monitored as part of divisional performance review and features in the 2008/9 corporate performance framework. The effectiveness of the process has been further assisted by the introduction of an electronic abstractions database. A business objects universe has been developed to report data from the SNT abstraction data base with weekly reports down to SNT level available force wide on the performance information web site. The abstraction rate for neighbourhood staff has reduced from 30-50% to 6.1% at the time of inspection. This data was assessed by the inspection team as being reliable and accurate.
- The target is that all neighbourhood staff should spend at least 90% of their duty time on their neighbourhood performing their primary role. An abstraction of a neighbourhood officer includes anything other than a tour of duty on their neighbourhood performing their primary role. Duty on their neighbourhood performing their primary role is defined as time spent on tasks directly related to the identified priorities of their neighbourhood or other management, community or engagement work within their neighbourhood. In the absence of a national standard an abstraction is recorded if a task takes an officer away from their core role for in excess of 2 hours in total during a tour of duty.
- Staff are not considered to be abstracted if they carry out specific Safer Neighbourhood initiatives on another neighbourhood within the same division if this is to assist another team provided this is approved by the local SNT supervisor.
- Abstraction is monitored as part of the divisional performance review and features in the 2008/9 corporate performance framework.
- There has been significant improvement in the management of abstraction since previous inspection.
- Each safer neighbourhood area has a detailed community profile that is published on the force web site. (www.derbyshire.police.uk)

- A corporate model is utilised for Safer Neighbourhoods profiles; with all beat profiles having been completed to the standard and include local priorities identified through community forums.
- Inspection discovered evidence that some SNT members had skills and experience aligned to the areas they worked. An example of which was a PCSO from 'A' division who ran surgeries for the deaf and hard of hearing utilising her signing skills. This has proved to be successful and the force is looking to expand the provision of these types of surgery through additional training of staff.
- Derbyshire has recognised that the result of recruiting PCSOs centrally was its restricted deployment of staff working in areas where they could be most effective. This has been rectified by placing recruitment at a divisional level enabling staff to work locally meeting the needs of local communities.
- In general terms SN teams do have the skills and abilities required to engage with communities and undertake joint problem solving activity.
- A range of methods have been used to communicate the vision for NP, including a DVD, Team Brief (an electronic briefing viewed by all staff), Upbeat (internal newspaper) and intranet announcements. The vision for NP was found to be well understood by all staff. All four BCUs have CF Champions (Chief Inspectors) who are also responsible for the delivery of NP on BCUs. This provides good integration between CF and NP.
- A learning needs analysis exercise was conducted by police and partners to identify the training needs of SNTs and partner agencies. Consultation also took place with Derby University who are assisting with training evaluation. On conclusion the training department in together with Derbyshire County Council developed an eight-module training package designed for Safer Neighbourhoods sergeants, officers and PCSOs together with partner agencies..
- The training is mandatory for all SNT police officers and is delivered on induction and incorporated into the IPLDP and PCSO training programmes. Places are reserved on all courses for invited partners. The modules include: The law affecting SNTs, Engaging the Community; Collaborative Problem Solving; Designing Out Crime; Environmental Auditing; Licensing and violent crime. There is an additional ninth partnership module on counter terrorism which includes input on community intelligence. To date 14 courses have been delivered with 186 police officers and PCSOs receiving training together with 37 partners from 27 different partner agencies. The force training commissioning group have agreed courses for 32 SNT police officers every ten weeks for the next three years. Evaluation at Levels one and two have taken place and further evaluation to levels three and four have been commissioned.
- Following evaluation of the first two courses a number of changes were made to the content and delivery method of the course.
- The Intranet lead page contained material in the 'What's New' section which referred directly to the Safer Neighbourhood project and acted as a link into more material about how the Safer Neighbourhood teams had been set up in Force. The article itself promoted the importance of communicating positive Neighbourhood policing messages and acted as a training and reference source for ideas on how to

communicate more effectively. The article explained how Safer Neighbourhood teams could use three specific methods of producing written material namely, newsletters, letters and posters for their communities. Examples and templates are provided for individuals to utilise. The page also links to advice on both media work and how the Neighbourhood Communications Officers attached to each division can assist officers.

- Members of the special constabulary also receive SN training (they can attend team training if work commitments allow), which includes problem solving training for use in communities and with partner agencies.
- There are 27 sergeants dedicated to SNTs. This has increased from the eight sergeants who were dedicated when the force was inspected for Neighbourhood policing in 2007. The ratio of staff to sergeants varies from 1:6 to 1:18. In most cases this is sufficient for supervisors to provide support to neighbourhood teams.
- There are examples of SN teams receiving formal reward and recognition via the force reward and recognition scheme which includes all members of Safer Neighbourhoods teams (SNTs). The awards are presented at commendation ceremonies and often feature in the local media, for example the Derbyshire Times and free papers.
- Rewards and recognition for providing a positive experience through neighbourhood policing activity extends to the special constabulary. Twice a year the police authority and special constabulary chief officer meet to consider nominations for safer neighbourhood activity carried out by special constables. Eight honorarium payments of £500 are awarded annually with winners being put forward for the chief commandants cup (Ferris Trophy), and subsequently the police review special constable of the year.
- At the recent Derbyshire Neighbourhood Watch Awards included in the honours was a PCSO from the Clay Cross area who supported the local NHW to close a house being used to sell drugs and reduce the levels of anti social behaviour on the estate. Students at the John Flamshead School in Denby set up the first 'school watch' scheme where students have weekly meetings, share information with the police and monitor the school site each lunch time. The Anthony Northover Special Achievement Award and Derbyshire Building Society Silver Salver for best overall category went to the Heage team zone. The team worked with the police to reduce crime and the fear of crime, tackle anti-social behaviour and unite residents of all ages.
- In support of the annual award ceremonies for safer neighbourhood team, PCSO and special constabulary staff of the Year. BCUs provide a portfolio of evidence to demonstrate the evidence of performance improvement to support the award. An example was provided a safer neighbourhood team which had achieved a 20 per cent reduction in crime, and a 27 per cent reduction in anti-social behaviour.
- In February 2008, the force held a 'Celebrating Success' SNT event at Pride Park Stadium. The purpose was a thank you to the SN teams and a chance to share best practice. There were 440 attendees consisting of police officers, police staff and members of partner agencies. Guest speakers included the Chief Constable, East Midlands Counter Terrorist Intelligence Unit, teachers and students from Bemrose School discussing the Safer Schools project, a representative from each division

giving examples of best practice and Danny Crates, Paralympian gold medallist, who gave a motivational talk to end the event.

- The intranet front page carried a story in the 'What's New' section about the way the Force had recently recognised good work by its staff in numerous areas. The article was entitled 'Achieving Awards'. Among the award winners were members of the Special Constabulary from each of the four divisions who had each received a £500 award. Some of the awards were for reactive or response policing style achievements such as the arrest of a wanted man, but one officer on B division was rewarded for his engagement activities with local youth.
- Another award was given for the creation of a training package by internal staff for the members of the Contact Management Centre, which following evaluation was rolled out to Incident Control Room staff. This shows the force is rewarding staff for both community engagement and citizen focussed activities.

Work in progress

- There was evidence to show that resourcing decisions for SNTs varied between BCUs. These resource levels have not been reviewed since neighbourhood teams have been put in place (except for the sergeant supervisor levels). The force is now looking at resource levels alongside a wider structural review of SNTs. This should address some of the discrepancies in supervisory levels as well as adjust levels to meet community need.
- Derbyshire's neighbourhood policing mix is a ratio of approximately one police constable (PC) to one PCSO which is a higher PC commitment than most other forces. The reasons for this are that many forces sought and received funding for PCSOs much earlier than Derbyshire and therefore the force in order to embed SNTs in all neighbourhoods have been forced to commit a significant number of PCs (175). The force is seeking to employ a further 25 PCSOs and then review staffing ratios to potentially return some PCs to response policing and to address some of the high risk protective service gaps identified by the force. There is a commitment by the force to maintain and increase the overall head count working in safer neighbourhoods. The Closing the Risk Gap work will mean that by 1st October 2008, there will be an additional 10 members of staff working in SNTs.
- Although there is a requirement for special constables to record all hours of duty and the nature of duties performed, the duty sheets are not routinely completed, monitored or managed. Work is currently being undertaken to review special constabulary duty recording procedures to obtain an accurate picture of the work undertaken by officers and identify special constables who are now inactive.
- There are four new SNT posts being created through the Closing the Risk Gap work; two of which are in place now and two of which will be in place by 1st October 2008. This will give a total of 31 SNT Sergeants.
- The ratio of sergeants to PCs / PCSOs varies from one area to another with some sergeants supervising six members of staff and others supervising eighteen. In one instance it was reported that an SNT officer also received tasks from two separate Inspectors. Whilst there is no evidence to indicate community engagement opportunities are being lost or joint problem solving supervision is suffering it has been recognised by the force that this is an appropriate time to review supervision

levels across all SNT areas. A review is currently being undertaken through the Closing the Risk Gap project and has already resulted in changes of staff and supervisory ratios on some divisions.

Area(s) for improvement

- A review of staff allocation to neighbourhoods should be conducted as although there are examples of effective utilisation of skills and experience to match neighbourhood profiles there is little evidence to indicate this is by design. There were examples of SNT members with language and signing skills of which the organisation were unaware and therefore were not being effectively used. No cultural audit has taken place and staff profiles are not routinely reviewed to ensure skills and experience effectively match the profile of the neighbourhood in which they work. Any review undertaken should also take account of the counter terrorism footprint.
- The special constabulary (SC) establishment consists of a chief officer, four divisional section officers, thirty nine section officers and four hundred and forty five special constables. There are currently seventy six potential SC recruits who are in varying stages of the recruitment process. There are no induction training courses confirmed although the force plans to process SC recruits once the induction training for PCSOs and regular recruits slows down. The effect of this is that the special constabulary is under strength and therefore less able to support neighbourhood or response policing. There is also potential for the intended recruits to become disinterested and withdraw their applications. There is evidence that some special constables are integrated into SNTs and good examples exist of joint problem solving activity but this is not fully replicated across the county.
- The majority of SNT management meetings are held during the daytime, this makes it very difficult for special constabulary managers to attend and therefore integrate management of the special constabulary with safer neighbourhood team management. It was suggested that some former special constables had moved out of the area but still retained warrant cards. A complete audit of the SC is required to include actual active numbers, recruitment, training and deployment. The force recognises these issues and intends to address them through a Specials Action Plan which is to be co-ordinated by the Safer Neighbourhoods project manager.

Effective community engagement is taking place. Representative communities are being routinely consulted and are identifying local priorities and receiving feedback.

Summary statement

Most neighbourhoods in the force area are actively engaging with their local police and its partners.

Strengths

- Community engagement strategies have been produced at both district and individual SNT level. There are a range of community meetings, surgeries and other events from which local concerns are determined. As these concerns are confirmed by already available data or further local research, they become part of the local priorities to be tackled by the local neighbourhood teams, the community and other agency resources.
- There are an estimated 1,350 active Neighbourhood Watch Schemes (NHW) running across the county, each with their own NHW co-ordinator. The schemes which cover 112,000 homes are supported by thousands of volunteers working hard with the police, councils and partner agencies to reduce crime and encourage community cohesion.
- Community engagement is enhanced through a sizeable KINs data base of approximately 1200 members.
- Derbyshire Constabulary have been recognised in a recent NPIA Newsletter for their work with deaf and hard of hearing communities.
- There is established community engagement in every SNT area and there were numerous examples of engagement extending beyond traditional evening meetings. These included family fun days, multi- sports events, street briefings, police surgeries, Neighbourhood panel meetings, talking to local residents when out in the community, attending various events in the community, attending Parish Council, and Neighbourhood Watch meetings. SNTs also visit local businesses to ask for their opinions on policing within the community. To assist staff to gain instant, active and dynamic feedback on specific questions 400 voting keypads have been purchased and are currently being distributed for use in neighbourhood meetings.
- During community safety week in February 2008, a week of events and activities took place during the half term holidays. These included PCSOs travelling on mobile libraries to spread the safer neighbourhood message to rural parts of the county.
- Commencing in June 2008, Derbyshire Police Authority and the Constabulary are carrying out a public consultation exercise entitled 'have your say (HYS) 2008'. With eighteen events planned many running into the evenings the exercise aims to build on the 2007 'Have Your Say' initiative that achieved 3095 members of the public taking part. For 2008 there will be 18 HYS events operating from June to October, many will run into the evening to enable more people working 9 to 5 to participate. The specially designed questionnaire will form part of ongoing consultation throughout the year.

September 2008

- Considerable effort has been made to target communication to diverse groups through initiatives such as, Safer Schools, Safer Neighbourhoods colouring books, Countywide art competition to reflect the community and increased publications available in easy-read.
- The force has introduced 'Deaftext' and 'Minicom' message facilities available for those with hearing difficulties to aid contact to the Call Handling Department.
- The 'Ringmaster' electronic emailing system for communications enables information to be circulated quickly, and to a wide circulation. This results in feedback and intelligence on local issues which can be acted upon or contribute to the intelligence data base.
- The Document Distribution Record helps teams to keep track of where they have left leaflets and posters to ensure information is up to date.
- Safer Neighbourhoods Communication Officers (SNCOs) have been appointed to all four divisions and are mentored by centrally based media officers and the projects publicity officer. In the first three months of their appointment (November 2007 – February 2008), there were 163 SN related press releases issued, 54 radio interviews, 103 external newsletters and 4 internal newsletters produced, and twelve articles in partnership publications. Local weekly newspapers regularly cover Safer Neighbourhood stories. The SNCOs record where press releases have been sent. This work also encourages citizens to provide feedback and intelligence.
- The BCU based communications officers have improved effective information sharing between communities and safer neighbourhood teams. This has included advertising and promoting opportunities for communities to engage with safer neighbourhood teams. As a result this has increased the amount of community intelligence provided to safer neighbourhood staff from communities. This has occurred over a variety of methods including ringmaster, Neighbourhood Watch groups, e mail and through key individual networks.
- All media coverage is monitored in division and centrally and a weekly media report is produced by HQ. Website hits are closely monitored and evaluated on a regular basis.
- The force web site contains details of opening times for enquiry offices, Forum meeting dates, information on SNTs, including who they are, the area they cover and a postcode search, a photo of the Section Inspector, how to contact the team and email links. All SNT profiles and newsletters are depicted as are photos of the teams and information on the sergeants. There is also information on Key Individual Networks (KINs) and details on all current priorities for all SNT areas.
- The force does monitor the attendance at safer neighbourhood meetings which has to date been limited in some areas. In order to address the diversity and numbers of citizens attending meetings the force has embarked on a number of initiatives to overcome this in the areas concerned. For example the introduction of the 'Have your say' on line form which can be used to make an enquiry or comment about safer neighbourhood areas. Expansion of the Key individual networks to gather thoughts and opinions (the number of these is monitored centrally and SNTs have a requirement to have a certain number per safer neighbourhood and contact them on a regular basis).

- Reality testing in the force area including in an of high crime there were positive reactions to police activity but still some reluctance to become involved in engagement meetings.
- Every member of staff interviewed across all departments were thoroughly aware of the importance of community intelligence in relation to serious and organised crime and specifically in relation to counter terrorism. All SNT staff including PCSOs and SC had received a briefing from special branch. The degree of briefing varied dependant on the role of the recipient. Counter Terrorism has been added as a ninth module on the SNT training course which is delivered jointly with partners and was included on the SNT event agenda at Pride Park. There are regular briefings and tasking to SNTs which are tailored to specific intelligence requirements. Reporting procedures which highlight the nature of the information are effective and allow intelligence to be received in a timely and effective manner.

Work in progress

- A system is being developed to ensure SNT engagement plans completed for all safer neighbourhood areas reflect the demographic information held within community profiles. A Key Independent Network (KIN) questionnaire has been devised and circulated to BCUs for completion. There are approximately twelve thousand contacts recorded on the KINs data base. It is intended KINs information from those members who are willing to provide demographic detail will be utilised to populate a new corporate data base that will be maintained by the performance delivery department and utilised in the 'Spark Data Pilot'.
- The police authority has committed financial support for a further development of the survey regime. This will be called the Vision survey and will seek to address the disparity between levels of recorded crime and local perceptions of crime. The survey will also utilise the extensive KINs data base to enhance the survey sample size.
- It is evident from inspection fieldwork that SNTs record engagement on a spreadsheet maintained within divisions. Although there is evidence these are being completed and guidance has been issued not all forms of engagement are recorded unilaterally and across all SNTs. If recording engagement processes were extended to all forms of engagement it would enable greater monitoring and analysis of engagement against neighbourhood profiles.

Area(s) for improvement

- Whilst positive comment has been made that there has been considerable improvement in the force external web site and branding of safer neighbourhoods. The non police specific logo does not feature on the Police Authority, the Derbyshire County Council or Safer Derbyshire web sites. There is a link from Derby City Council web site to the force, but no SN logo on the web site itself. Partners should be encouraged to adopt and promote the SN logo to emphasise the joint partnership approach to safer neighbourhoods policing.
- The force has yet to map the postcodes of those members of the community with whom they engage in order to identify engagement gaps.

- Attendees of engagement meetings are not routinely surveyed when they do not attend subsequent meetings; to ascertain if their non attendance is linked to satisfaction.

Joint problem solving is established and included within performance regimes.

Summary statement

Joint Problem Solving involves the police with partners and communities across all neighbourhoods. Joint Problem Solving activity is partly evaluated, which demonstrates moderate problem resolution at neighbourhood level.

Strengths

- There is a monitoring and evaluation process whereby problem profiles are reviewed through the partnerships. Calls for service are monitored as an ongoing indicator through to and following sign off.
- Within Derbyshire the multi-agency Prolific and other Priority Offenders (PPO) scheme is actively in operation. The scheme brings together representatives from the police and partners to apply a premium service when dealing with a PPO whether it is to prevent and deter, catch and convict or rehabilitate and resettle.
- All SNTs utilise a corporate problem profile template which is generated immediately following adoption of a priority usually identified during community forums. The template is based on the SARA model and includes a section that identifies police, partner and community involvement and a section for evaluation.
- The force has taken part with Derbyshire Criminal Justice Board (DCJB) to produce a DVD entitled 'lighting the way to a brighter future'. The film was designed with the dual purpose of screening it to those that commit the most crime and those that cause the most harm to communities.
- Feedback on joint problem solving is given to the community mostly through Neighbourhood panel meetings but there were examples of individual problem sponsors being contacted and updated personally.
- An example of joint problem solving was provided regarding the use of public parks by motorbikes. Police and partners worked with the community to understand the issues and a number of engineering solutions were put in place; including communication with the motorcyclists with the aim to reduce nuisance. The issue had been adopted as a long-term priority and once completed a joint presentation by police and partners was provided to the communities. The communities had the opportunity to provide feedback and agree the appropriate solution had been reached.
- There is evidence of active chief officer engagement: the ACC (operations) chairs an internal Safer Neighbourhoods Development group, with PA and chief officer team involvement. He also chairs the external delivery board.

- All nine Community Safety Partnerships (CSP) have signed the Derbyshire information sharing protocol.
- There is considerable evidence of joint problem solving and strategic involvement with partners across all safer neighbourhood areas. There is no obvious resistance or reluctance by partners or the police to engage with each other. For example Derby BCU enjoys a very close working relationship with its two local authorities, Derby City Council (unitary authority) and South Derbyshire District Council, and the associated Safer Derby and Safer South Derbyshire Partnerships.
- Examples of joint problem solving include provision through the CSP of digital cameras to photograph graffiti, purchase of alcohol test strips, and a mobile BMX skate park that is taken to areas suffering high instances of ASB. Training has been provided to a police officer to operate the skate park.
- The Derbyshire Clean Up project targets priority locations and maintains a graffiti data base. Community Wardens and SNTs are issued with graffiti cleaning kits and Virgin Media and BT participate by painting out graffiti on telephone exchange boxes which is a recurring theme. The data base was used to good effect at Long Eaton where a series of nine 'tags' were identified.
- The BCU have deployed full time partnership sergeants in each organisation and are co-located with their own partnership officers. Both partnerships employ a range of staff including, local area managers, anti-social behaviour officers, neighbourhood wardens and environmental teams.
- The Safer Derby partnership also employs a number of specialist project officers and researchers. The process is managed through the community tasking meetings.
- In the City areas, priorities are managed through the bi-weekly tasking meetings, where issues are accepted for action, actions delegated, updates noted and decisions taken on any finalisation. It is designed to be more responsive to changes and a greater range of issues are tackled under the general banner of local priorities, published in the SNT Newsletters (available as downloads from the Force website and delivered to homes and key locations). In South Derbyshire, the local priorities are agreed in similar ways but are more distinct and specific in nature. These are fed into the quarterly community meetings, with a level of tasking and co-ordinating by the SNT Panel. Both methods produce results in a co-ordinated and monitored way, but the city deal with a larger volume of small issues under less specific priorities.
- Evidence was provided of how co-location can produce positive results; Mackwork; Morley; Sinfen and Austin neighbourhoods all have offices that are co-located with partner agencies and examples were provided of how co-location has led to effective and timely joint resolution of problems and sharing of information.
- NIM principles are systematically embedded in Safer Neighbourhoods and are part of daily business on divisions and across the force. All divisions' discuss SNT problems at daily and weekly tasking meetings, with the facility to raise issues to BCU fortnightly tasking and force monthly tasking if required. There is a process to raise issues further with the Safer Communities Advisory Group (SCAG). A NIM briefing model has been adopted on all sections and plasma screens feature electronic briefings in all police stations. Partners attend fortnightly BCU and weekly

section tasking meetings and are included on the force implementation group for neighbourhood policing and the engagement practitioners group.

- The safer neighbourhood governance structure is linked to CDRP boundaries to facilitate joint problem-solving in the safer neighbourhood team groups. These partnership groups use NIM principles to ensure that tasking and co-ordinating activity is monitored.
- CDRP joint strategic assessments have been completed with the assistance of the seconded police analysts within the Community Safety Partnership. The assessments set six monthly priorities for divisions and dovetail with CSP priorities. Joint targets are being set within the partnership plan.
- The signing off of priorities (which have been set by the community at the panel meetings) when resolved usually takes place through neighbourhood panels quarterly meetings and are endorsed by a sergeant on the problem profile. If problems are resolved prior to scheduled meetings then there were examples where problem sponsors have been contacted and profiles signed off verbally. In this case an update is given at the next meeting.
- There is a structured process to joint problem solving training. Derbyshire County Council Community Safety Department together with the force and in consultation with Derby University, carried out an extensive learning needs analysis for partners and police with regard to joint problem solving training. Following this an eight-module training package was designed and delivered jointly to police and partners. The modules include, Engaging the community, Collaborative Problem Solving, and Designing Out Crime. There is an additional ninth partnership module on counter terrorism which includes input on community intelligence. To date fourteen courses have been delivered with one hundred and eighty six police officers receiving training together with thirty seven partners from twenty seven different partner agencies. Evaluation at Levels one and two has taken place and further evaluation to levels three and four have been commissioned.

Work in progress

- The force has taken part with Derbyshire Criminal Justice Board (DCJB) to produce a DVD entitled 'lighting the way to a brighter future'. The film was designed with the dual purpose of screening it to those that commit the most crime and those that cause the most harm to communities.
- Following completion of the problem solving profiles they are collated on an electronic data base by Safer Neighbourhood Team Implementation Groups on each division. Where good practice and learning is identified this is cascaded to other SNTs within the division but there is no process to analyse completed profiles on a force wide basis thereby informing organisational memory. The force is currently trialling a corporate problem solving database called 'Spark data' which would enable the sharing of best practice and success
- It is evident from group and individual interviews that Problem solving does not routinely involve communities on all safer neighbourhoods; rather, this is conducted with partner agencies through the tasking and co-ordination process. As a result, the decision to sign off successful problem-solving outcomes does not reach all

communities at the neighbourhood level; the force recognises this as a difficulty and is working through initiatives such as Ringmaster to achieve this more effectively.

- All neighbourhoods had identified priorities and some of these had been formulated through the neighbourhood groups that were in place in all the neighbourhoods. On some SN areas there were clear signs of partnership and public involvement in the action planning to resolve the priorities and in areas where the groups were more embedded the partners and the public being involved in 'signing off' the priorities as complete. The force is actively working to increase public involvement.

Area(s) for improvement

- The intelligence briefing section of the intranet can be used for individual or team briefings. It is used more proactively by some divisions than others. The content is tailored to response policing needs and would benefit from the inclusion of neighbourhood priorities. This would not only assist SNT staff but would also provide response officers with an awareness of neighbourhood priorities.
- Whilst community involvement in priority setting and sign off is improving; the process varies from safer neighbourhood area to area. The force should work with partners to increase community involvement in the decision making process across all SN areas.
- Feedback on joint problem solving is given to the community in differing forms across the county. There are areas where individual problem sponsors are contacted and updated on milestones and resolved problems through personal contact, but this is not common practice. A corporate process should be identified that ensures communities receive timely updates and feedback.
- To date the community have not been included in joint problem solving training. Inclusion of community members would assist with local ownership, enhanced skills and combined resources for effective problem resolution.

Developing Practice – see Appendix 2

September 2008

The outcomes of Neighbourhood policing are being realised by the surveyed public.

	SPI 2a		KDI		SPI 10b	
	Percentage of people who think that their local police do a good or excellent job		Percentage of people who 'agree local police are dealing with anti-social behaviour and crime that matter in this area'		Percentage of people who think there is a high level of anti-social behaviour	
	Difference from MSF (percentage point pp)	2005/06 to 2007/08 change	Difference from MSF	2005/06 to 2007/08 change	Difference from MSF	2005/06 to 2007/08 change
Derbyshire	-2.7pp	+1.0pp	-3.7pp	-3.2pp	+3.8pp	+2.0pp

Summary statement

The percentage of people perceiving a high level of ASB (SPI 10B) is higher than the MSF average and this difference is statistically significant. For SPI 2a and the KDI there was no significant difference between the force and the MSF average.

The SPI/KDI data also shows that force performance is unchanged compared with two years ago.

Context

The SPI and KDI statistics are obtained from the PPAFs to March 2008. These figures are survey based and have been analysed for statistical significance, which can be explained in lay terms as follows: 'The difference in performance between the force and the average for its MSF is unlikely to have occurred by chance.'

Note: When comparing the force's performance with previous years, year-on-year statistical significance is explained as follows: 'The difference in force performance between the years compared is unlikely to have occurred by chance.'

There is a summary of how statistical significance is used at Appendix 3 at the end of this report.

As part of the BCS, approximately 1,000 interviews are undertaken in each force area in England and Wales. Included in the survey is the individual's assessment of whether the local police are doing a good job, whether the police are dealing with anti-social behaviour and crime that matter in their area, and whether anti-social behaviour in their area is a problem.

SPI 2a – percentage of people who think that their local police do a good or excellent job.

49.1% of people surveyed in the year ending March 2008 think that their local police do a good or excellent job, which is not significantly different to the average for the MSF. Force performance was unchanged in the year ending March 2008; 49.1% of people surveyed think that their local police do a good or excellent job, compared with 48.1% in the year ending March 2006.

KDI – percentage of people who ‘agree local police are dealing with anti-social behaviour and crime that matter in this area’.

46.6% of people surveyed in the year ending March 2008 ‘agree local police are dealing with anti-social behaviour and crime that matter in this area’, which is not significantly different to the average for the MSF.

Force performance was unchanged in the year ending March 2008; 46.6% people surveyed ‘agree local police are dealing with anti-social behaviour and crime that matter in this area’, compared with 49.8% in the year ending March 2006.

SPI 10b – percentage of people who think there is a high level of anti-social behaviour.

17.1% of people surveyed in the year ending March 2008 think that there is a high level of anti-social behaviour, which is significantly worse than the average for the MSF.

Force performance was unchanged in the year ending March 2008; 17.1% of people surveyed think there is a high level of anti-social behaviour, compared with 15.1% in the year ending March 2006.

Strengths

- Data shown in the table above indicates the force is performing below its MSF; however when considering performance against themselves statistically force performance is stable.

Work in progress

- SPI 2a is a measure of public confidence and whilst Derbyshire are still below the MSF they have shown a slight improvement.

Area(s) for improvement

- SPI 10b indicates the public in Derbyshire believe anti-social behaviour levels are high. The force needs to concentrate effort to improve perceptions of the level of anti-social behaviour to bring it closer to its MSF.

Force-level and local satisfaction/confidence measures are used to inform service delivery.

Summary statement

The force partially understands the needs of its communities. Identified service improvements are occasionally made to improve local service delivery.

Strengths

- The force monitor public confidence and satisfaction data at both BCU and force level through the force performance group and the neighbourhood policing programme board. In addition to this data is supplied by agencies and entered onto the DCC Safer Derbyshire website using a performance system - 'CorVu'. Districts are invited to comment on current activity against 'failing' targets 'CorVu' is used to create monthly reports that detail:
 - Status of performance by District level CDRP
 - Crime count, percentage change and trends
- The reports in the main are available to the public. The reports will reflect the LAA targets and those relevant to the Police incorporated through the Safer Communities Board chaired by the Police Authority Chairman. Targets set locally within CDRP plans will be monitored within the relevant partnership quarterly reports.
- As a result of feedback from communities in sparsely populated rural areas about the lack of visible Policing presence; approximately three years ago the force introduced regularly advertised attendance of mobile police stations. This added visibility has been seen as having a positive impact in communities and has been used to introduce crime prevention measures such as post coding and application of Smart water to property.
- As a result of community feedback a system of surgeries for deaf and hard of hearing members of the community is currently being piloted. This development in service delivery has led to increased Community Engagement and identification of priorities for more vulnerable members of the community.
- The force have your say campaign is used to identify communities views about the service provided and for them to contribute by identifying their priorities. Communities can contribute in a number of ways by completing forms found in areas such as supermarkets. The force also collates views from hard to reach groups by engaging in areas such as Derby University and the Caribbean Community Centre. Last year this totalled some 4000 community members.

Work in progress

- The force is developing a new performance management regime for safer neighbourhoods which incorporates 'activation criteria' that all 103 neighbourhoods are assessed against.

- The “VISION” survey will use the Key Individual Networks to gather information as to the issues in each neighbourhood, together with the development of the neighbourhood ‘problem’ surveys.
- The SDRI are working on a SNH risk profile. The aim is to link social factors and the risks and vulnerabilities. Using the relevant social factors for particular offences and the crime counts over a number of years a statistical model has been created; this calculates the expected crime counts and rates for each neighbourhood and ranks them accordingly. An area ranked highest in both count and rate for a particular crime may well be considered a priority area. There will be a degree of complexity applied when considering priorities; the model should assist in identifying those neighbourhoods more vulnerable or at risk than others.

Area(s) for improvement

- None identified

The force demonstrates sustainable plans for Neighbourhood Policing.

Summary statement

The force and the Police Authority have partially shown how they have ensured Neighbourhood Policing will be sustained beyond April 2008.

Strengths

- The force and the Police Authority have declared their commitment to neighbourhood policing and its sustainability. All police funded PCSOs are on full time contracts.
- There is a costed learning and development plan agreed by the training committee that ensures the sustainability of SNT training for at least the next three years.
- Financial planning and estates planning include budgeting to sustain safer neighbourhood teams with PCSO posts being built into the base budget. All PCSOs including those funded by external partners are employed on a permanent contractual basis.
- In response to previous inspections by HMIC, NPIA and BCU self inspection processes a detailed force action plan, together with individual divisional and departmental action plans were developed. The individual divisional work stream leads are accountable to the ACC (Ops) for the delivery of their action plans at monthly Implementation Group meetings. The Police Authority and partners are represented at this Group and all action plans are co-ordinated by the Safer Neighbourhoods Project Manager. There is evidence of intrusive but supportive leadership that emanates from ACPO and permeates through the organisation. The inspection found interviewees gave a consistent positive message that neighbourhood policing is a priority for the force; driven by senior management is making a difference and is here to stay.
- There is a safer neighbourhood internal inspection process which includes the Safer Neighbourhood Development Criteria which has 77 separate questions to aid assessment during the development phase.
- It was clear from inspection that Derbyshire Constabulary can evidence improvement based on action plans put in place following previous inspections. A good example of this is the improvement in the management of abstractions which have improved from 30%-50% abstraction to 6% at the time of recent inspection.
- The Police Authority (PA) maintain an active role in the governance of both Neighbourhood Policing and Citizen Focus. They have representatives on both Programme Boards and the force present regularly to the full authority on the progress of both programmes of work.
- The PA has appointed lead members for each BCU who play an active part in community engagement by being visible and accessible at a local level.

Work in progress

- To account for the estimated increase in establishment of PCSOs from 160 to 193.5 the safer neighbourhoods development group have produced a PCSO recruitment plan that assumes an element of over capacity based on a predicted wastage figure of three officers per month. With a recruitment figure of sixteen PCSOs every twelve weeks allowing for wastage the force will reach its new establishment by September 2008, at which time it is intended to review the plan.
- SNTs are supported by a network of 27 Safer Neighbourhoods sergeants, 162 police constables, and 160 PCSOs. There are an additional 17 PCSOs match funded by partners.
- All special constables are aligned to neighbourhood teams and there is an expectation that officers will perform the majority of their duties against neighbourhood priorities in support of SNTs. There is a review of the Special Constabulary currently being undertaken.

Area(s) for improvement

- There is an absence of clarity concerning sustainable funding for the seventeen externally funded PCSOs. If finance were to be discontinued this would impact on the ability of the force to effectively staff SNTs. An accurate forecast is required in order to consider the implications.

Developing practice

See Appendix 2.

Developing Citizen Focus Policing

2007/08 Developing Citizen Focus Policing Summary of judgement	Meeting the standard
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Meeting the standard

A Citizen Focused ethos is embedded across the force, establishing an initial baseline.

Summary statement

The force partially understands the needs of its communities. Identified service improvements are sometimes made to improve local service delivery. The force partially communicates the National Quality of Service Commitment standards, the Code of Practice for Victims of Crime standards, and the force corporate/accessibility standards to its communities.

Strengths

- As a result of feedback from communities in sparsely populated rural areas about the lack of visible Policing presence Derbyshire has introduced regularly advertised attendance of its five mobile police stations across the whole county. This visibility has been seen as having a positive impact in communities and has been used to introduce crime prevention measures such as post coding and application of Smart water to property.
- As a result of community feedback a system of surgeries for deaf and hard of hearing members of the community is currently being piloted. This development in service delivery has led to increased Community Engagement and identification of priorities for more vulnerable members of the community.
- Community concerns raised through a series of complaints led the organisation to join with partners to resolve the use of public parks by motorbikes. Police and partners worked with the community to understand the issues and a number of engineering solutions were put in place along with communication with users to reduce nuisance. The issue had been adopted as a long-term priority and once completed a joint presentation by police and partners was provided to the communities. The communities had the opportunity to provide feedback, agree if the appropriate solution had been reached, and offer suggestions for improvement.
- The force and Police Authority's 'have your say' campaign is used to identify communities' views about the service provided and for them to contribute by identifying their priorities. Communities can contribute in a number of ways by completing forms found in areas such as supermarkets. The force also collates views from hard to reach groups by engaging in areas such as Derby University and the Caribbean Community Centre. Last year this totalled some 4000 community members.

- There is a system of mystery shopper checks to assess how the force is delivering its services against certain aspects of the National Quality of Service Commitments. For example front counter inquiry offices are examined to ensure safer neighbourhood team information is available to the public. Mystery shoppers are also used to check that the One Stop Shop philosophy in the contact management centres is carried out. Mystery shoppers are made up of community volunteers including representatives of the disabled and minority communities who are trained to identify issues with the service provided. Feedback on results is given to both managers and staff so that development plans can be written and good service rewarded.
- It was identified through survey information that dissatisfaction increased when customers are put through to answer machines. As a result processes have been altered to ensure all calls are received by Call Reception who put callers through to the most appropriate person to deal with the enquiry.
- The Contact Management Centre can connect calls to SNT officers direct to a PC/PCSOs airwave terminal which makes for a speedier response.
- During inspection all staff were able to relate to CF and considered it a core function, irrespective of their role or responsibility. It was clear staff understood and were keen to deliver their individual understanding of CF principles.
- Contact management staff are trained to deliver solutions for members of the community on contact with the police. This can consist of a variety of solutions such as the incident being assigned for early contact by an SNT member which includes special constables, or enabling the member of the public to speak directly to the officer via their airwave terminal.
- The Police Authority (PA) maintains an active role in the governance of both Neighbourhood Policing and Citizen Focus. They have representatives on both force Programme Boards and the force present regularly to the full authority on the progress of each programme of work.
- The PA has appointed lead members for each BCU who play an active part in community engagement by being visible and accessible at a local level.
- The police authority not only oversees but plays an active role in the 'have your say' consultation process which last year collected the views of over 4000 residents. These views influence the adoption of force priorities.
- Budget consultation evenings were held jointly by the PA and the force ahead of setting 2008 precept figures. Although the final decision rests with the PA, members of the community were asked what they would spend the budget on.
- Results of compliance with the victim code were researched and analysed eight months ago. Areas for improvement were identified and staff across the force including all uniformed staff and CID sergeants were briefed on the improvements needed. As a result compliance with the victim code has improved and staff were aware of victim packs (available in different languages) and the requirement to provide these to victims of crime. The MG11 (statement form) is dip sampled to ensure that improvements are maintained.

September 2008

- The Quality of Service Commitment has been written as a public facing document and is posted on the force external web site (www.derbyshire.police.uk). There are 48 separate commitments most with multiple commentary about the fashion in which these commitments will be adhered to.
- The quality of service commitment and victim code are available to citizens via the force website. In addition the victim code is explained to all victims when police staff attend or come into contact with members of the public. Victims of domestic burglary and related crimes are provided with an explanation and a pack which provides additional information and contact details to make sure that they are treated in compliance with the code.
- The computerised 'Centurian' data base for direction and control complaints was introduced live on 1 August 2005. The system maintained by the Professional Standards Department (PSD); records the type and number of complaints, compliments and suggestions, and facilitates analysis of the data by the PSD analyst which assists to highlight learning. The system keeps account of the timeliness in which complaints are dealt with.
- The force has a NQoS implementation and monitoring plan which was last reviewed and updated in January 2008. Progress against the plan is monitored by the CF programme board.
- Derbyshire currently holds Charter Mark accreditation.

Work In Progress

- Derbyshire form part of a consortium of nine police forces who have outsourced their User Satisfaction Surveys. The contract has been in place for 12 months and the force considers the arrangement works well. In terms of the sample size and selection, the surveys follow National User Satisfaction Guidance. Mandatory exclusions e.g. juvenile victims are made by the Performance Delivery team before the raw data is passed on. Random samples of surveys are then completed to achieve the required annual sample size as outlined in the national guidance. The Performance Delivery Team monitor the service provided both in terms of adherence to the national script by listening in on the surveys and in terms of the methodology and sample sizes etc. In the case of racist incidents, the force feels the small sample size is an issue and does affect the results. Because of the relatively small number of occurrences, every possible victim is used after the mandatory exclusions are made; no sampling is done for racist incidents. In order to help increase the response rate efforts to contact each racist incident victim are attempted ten times before giving up.
- An on-line survey to identify the views of visible and non visible members of the gay community is being conducted on behalf of the force by the LGBT Executive. The results are to be analysed by the Confidence and Equality group to improve service delivery.
- Scheduled surgeries are anticipated to commence in Autumn 2008 which will enable community members to meet face to face with an SNT officer and discuss individual problems that are not felt immediate. This will provide further engagement opportunities and also reduce demand on reactive policing.

- The police authority has committed financial support for a further development of the survey regime. This will be called the Vision survey and will be used to analyse why although crime is falling, fear of crime is on the rise.
- Work is on-going to pilot police surgeries for members of communities who are deaf or have other disabilities. These are used to ensure people who have disabilities have a voice and are able to access the service when required as part of the national quality of service commitment.
- A Confidence & Equality analyst is anticipated to be recruited by the end of August 2008. The intention is the analyst will provide specialist support to the organisation which ensures that the force operates in a fair and equitable manner both internally and externally. The post holder will assist the Head of Confidence & Equality to ensure that the unit pro-actively supports the organisational and operational performance of the Force, through the production of detailed management information; performance statistics and environmental scanning. The information will be analysed to inform the confidence & equality tasking and co-ordination and strategic decision-making.

Area(s) for improvement

- There is no central mechanism for collating and analysing citizens views (although views are collated as part of separate departmental/programme plans). This means that there is no strategic overview of citizens' feedback. This strategic overview may enable the organisation to develop improvements to service delivery which address more than one programme of work.
- At present there is no compliance regime in place for corporate standards. The force would benefit by introducing such a process at force, BCU and departmental level to establish compliance levels and to help drive and improve service delivery and satisfaction.

The force has integrated Citizen Focus and operational activity, such as contact management, response, neighbourhood policing, investigation and through the Criminal Justice process.

Summary statement

The force has implemented corporate service standards expected of all staff when dealing with the public. Satisfaction and confidence performance is partially integrated into BCU and force performance management processes.

Strengths

- Derbyshire has introduced common standards for all front counter enquiry office buildings and staff. Police staff have the same uniform to be easily identified by the public. Enquiry offices are clean and tidy with up-to-date leaflets (available in different languages) and private meeting rooms for those who require them.
- Derbyshire Police Authority in conjunction with the force have published the Citizen Focus Strategy which outlines the vision, "To secure and maintain high levels of

satisfaction and confidence through consistent delivery of a first class policing service that meets the needs of individuals and communities.” The strategy is accessible to staff via the intranet through the CF portal.

- There are a number of organisational standards set out by the force these include standards for burglary investigation, victims of crime (which includes an information pack) and one stop contact management.
- The force has introduced the national call handling standard and this is monitored by supervisors in the control room and through the force auditing regime.
- Corporate standards have been implemented in relation to staff accessibility with guidelines issued in relation to out of office/voicemail standards. SNT mailboxes are checked every day and some calls are automatically transferred to the Call Management Centre if not answered.
- Members of the Special Constabulary are provided with the same level of access to voicemail with the same required standards as other members of the organisation.
- All 103 Neighbourhoods have an individual engagement plan suitable to the demographics of that neighbourhood. This ensures that appropriate engagement takes place. The internet is used to update the public as to the priorities the team are currently tackling. These also include details of the next public meeting.
- The force does have central policy for the standards required in use of voicemail and use of out of office on email. SNT voicemail and email are linked by team, this makes sure that any contact can be picked up by any team member. This means that even if contact is sent to another team member (who maybe unavailable) communications can be accessed and actioned.
- The Victims Code of Practice has been adopted as the principle standard that will be provided by the organisation. Training in the standards and employees additional responsibilities in providing a quality service to victims and witnesses has been delivered to all staff within the organisation.
- A training package based on the Home Office DVD on the Quality of Service. was delivered to all operational police officers during the PIP training 2007/08. It is also included on IPLDP, PCSO and Special Constable initial training. It will also form part of the new Police Staff Induction Programme. In addition the National Victim and Witness Care training package has now been included on the IPLDP. The Deputy Chief Constable has commissioned a DVD, which explains the CF ethos in the context of a case study and reinforces the importance of service quality. The DVD is being utilised in all force training events and is currently being distributed force wide.
- A ‘podcast’ style item has been filmed which is accessible to the public via the forces internet site outlining the level of service the public should expect to receive from Derbyshire Constabulary.
- Citizen focus corporate standards training is integrated across the contact management and control room staff. Initial training is conducted together to build in flexibility for use of staff and create understanding of each others roles to develop a better service for the public.

September 2008

- Further training has been provided to BCU supervisory staff on the importance of the victim code and completion of the MG11. Supervisors and crime administration staff now monitor the correct completion of the document (MG11) and keeping victims informed.
- Both the citizen focus and Neighbourhood Policing agendas are led by members of ACPO; the Deputy Chief Constable and Assistant Chief Constable operations respectively. The standards for each of these programmes of work are championed by chief officers. The Chief Constable has been personally involved in the safer neighbourhood day which took place at pride Park. The day included the PA; partners and members of the community as well as safer neighbourhood staff and re-enforced the required corporate standards including the SN brand.
- Since the last HMIC inspection the organisation has developed a corporate partnership brand of communications linked to the activities of safer neighbourhoods. This branding and the force corporate brand are now more widely-used and can be seen on the Force website, literature, buildings and vehicles. The safer neighbourhood branding has had a particularly positive response as it is seen as inclusive of communities and partners. These are monitored for compliance by the force communications department.
- In September 2007, the former Quality of Service board was revised to form the Citizen Focus (CF) board. Chaired by the DCC membership of the board includes the Police Authority (PA), the Superintendents Association, the Police Federation (PF), Unison; and all BCU Commanders and heads of department.
- A CF programme has been commissioned utilising PRINCE II Project Management Methodology. The programme is led by a Chief Inspector under the governance of the CF board and is underpinned by The National Quality of Service Commitment (NQSC) which sets out the forty-eight minimum standards of service the public can expect when they make contact with the police.
- Information for staff on the Victim Code is accessible through the intranet link: Operational Policing/CJS/Victim Code. The entry explains the origins of the Code and the primary responsibilities of an officer under the code. There is a Frequently Asked Questions (FAQs) facility to step the reader through the codes main provisions.
- The site sets out the Force standard of advising a victim within 1 day of the following events:
 1. An appointment or change of OIC
 2. Arrest of suspect
 3. Suspect charged, cautioned reprimanded or subject to other Sanction detection
 4. Remand in Custody being sought
 5. Suspect is bailed , including variation
 6. Closure of the case and outcome.
- The Citizen Focus Strategy is published on the Force Web site for all staff to read. This is found together with the mandate for the Citizen Focus Programme Board and the latest set of board minutes. Staff are able to access the most recent decisions and discussions made at Force level with very little difficulty.

- There is a reward and recognition system where members of the organisation are recognised for providing a quality service to the community. There is also an award for best inquiry officer of the year with a first second and third prize awarded for best customer-service.
- There is a force Suggestion Scheme (STAR) where staff can obtain financial reward for suggestions are adopted and include quality of service improvements.
- The Force intranet front page carried a story in the 'What's New' section about the way the Force had recently recognised good work by its staff in numerous areas. The article was entitled "Achieving Awards". Among the award winners were members of the Special Constabulary from each of the four divisions who had each received a £500 award. The award was introduced by the Police Authority in recognition of the valuable contribution made by the Special Constabulary. Some of the awards were for reactive or response policing style achievements such as the arrest of a wanted man, but one officer on B division was rewarded for his engagement activities with local youth.
- Another award was given for the creation of a training package by internal staff for the members of the Contact Management Centre, which when successful was rolled out to Incident Control Room staff. This shows the force is rewarding staff for both community engagement and citizen focus activities.
- Through Community Engagement the organisation has identified that when enquiry offices are closed members of the public have interpreted that to mean no officers or other staff are in the station. Force communication officers are now using a number of methods to communicate opening times; including the fact that stations are still staffed.
- Sergeants are required to examine screened out crimes and allocates a appropriate visits by PCSOs for reassurance purposes and build community contacts.
- There are a number of organisational standards set out by the organisation these include standards for burglary investigation, victims of crime (which includes an information pack) and one stop contact management.
- The organisation has identified a performance issue relating to keeping people informed of the progress of their investigation/enquiry. Within Guardian there is a facility for officers to document what calls were made and when. This is then checked in the Crime Management Unit to monitor compliance and, if necessary, to initiate remedial action. Staff demonstrated a good awareness of the issues and how this had been highlighted as a source of dissatisfaction and the force requirement to keep people informed.
- In the contact management centre and control rooms any complaints that can be resolved by a supervisor are dealt with immediately. These can be referred to the next level of management on a PR1 form for recording and further action as required.
- The Quality of Service reference within the Citizen Focus Section of the Intranet gives access to a document listing all forty eight force Commitments. The intention is set out that the Force is "committed to providing a service that responds professionally and appropriately to an individuals needs." The section also contains

September 2008

a Quality of Service Report which is automatically set up to allow staff to report feedback on quality of service comments from the public. The section helpfully lists what these comments may refer to such as any delay in attending an incident or insufficient patrolling of an area. It also draws the important distinction between a public complaint and a comment.

Work In Progress

- The Chief Constable will be delivering twelve seminars to every member of the force starting in June 2008. The purpose is to set out the standards required by all staff for delivery of service to the public. It will re-emphasise those issues already progressed and the future development and improvement required by the force.
- Subject to the availability of sufficient funding, the force intends to provide an additional member of staff dedicated to supporting the CF program manager in progressing this work across the force.
- The organisation has committed significant resources to safer neighbourhood teams and instigated a clear abstractions policy to assist in increasing public confidence through dealing with local priorities. It has also adopted a one-stop-shop approach within its contact management centres. However there is currently no method to analyse if either or both of these methods reduce demand. As a result the force will be unable to analyse what works and why.
- Progress is being made toward implementation of a performance framework that includes evidenced behaviour of safer neighbourhood team activity including local problem solving activity. The framework includes measures for satisfaction and quality of service and was introduced in April 2008.

Area(s) for improvement

- There is a great deal of emphasis on capturing quality of service data including PPAF surveys, customer feedback cards on BCUs and complaints via the Centurian data base. There is however little evidence of analyses to identify trends, causes and gaps in service. The force should put processes in place to capitalise on the data collected and use it to make qualitative improvements. Should the Confidence & Equality analyst be successfully recruited this would assist the process.

The force can demonstrate that the relevant SPIs remain stable as a minimum.

FORCE	SPI 1e Satisfaction with the overall service provided		SPI 3b Satisfaction of users from minority ethnic groups with the overall service provided	SPI 3b Gap – comparison of satisfaction for white users and users from minority ethnic groups with the overall service provided
	Difference from MSF	2005/06 to 2007/08 change	2005/06 to 2007/08 change	+/-pp
Derbyshire	-2.4pp	+1.6pp	-9.0pp	15.6pp

Summary statement

The SPI data shows that force performance is significantly worse than the average for the MSF.

The SPI data also shows that force performance is unchanged compared with two years ago.

Satisfaction of users from minority ethnic groups with the overall service provided is unchanged.

There is a satisfaction gap between white users and users from minority ethnic groups with the overall service provided. Users from minority ethnic groups are 15.6 percentage points less satisfied.

Where there is a gap in satisfaction with service delivery between white users and users from minority ethnic groups, the force has evidenced that it is taking action to understand and narrow the gap.

Context

The SPI statistics are obtained from the PPAFs to March 2008. These statistics are survey based and have been analysed for statistical significance, which can be explained in lay terms as follows: 'The difference in performance between the force and the average for its MSF is unlikely to have occurred by chance.'

Note: When comparing the force's performance with previous years, year-on-year statistical significance is explained as follows: 'the difference in the force performance between the years compared is unlikely to have occurred by chance.'

There is a summary of the statistical analysis methodology at Appendix 3 at the end of this report.

Victims of crime and users of police services are surveyed using Derbyshire Constabulary's own user satisfaction surveys, which comply to national standards and thus allow comparison with other forces. Surveys are based on a sample size of 600 interviews per BCU.

SPI 1e – satisfaction with the overall service provided.

80.0% of people surveyed in the year ending March 2008 were satisfied with the overall service provided, which is significantly worse than the average for the MSF.

Force performance was unchanged in the year ending March 2008; 80.0% of people surveyed were satisfied with the overall service, compared with 78.4% in the year ending March 2006.

SPI 3b – comparison of satisfaction for white users and users from minority ethnic groups with the overall service provided.

Force performance was unchanged in the year ending March 2008; 64.5% of users from minority ethnic groups were satisfied with the overall service provided, compared with 73.5% in the year ending March 2006.

There is a satisfaction gap between white users and users from minority ethnic groups with the overall service provided. Users from minority ethnic groups are 15.6 percentage points less satisfied.

Where there is a gap in satisfaction with service delivery between white users and users from minority ethnic groups, the force is able to evidence that it is taking action to understand and narrow the gap.

Strengths

- It is recognised by the force that there is a gap between white and BME users. To try and understand the issues and reduce the gap it has engaged with a number of BME groups and utilised its Independent Advisory Groups and key individual networks, to date no clear single cause has been identified. There is a perception that a relatively small BME sample size makes assessment and drawing conclusions problematic.
- The organisation has seen a reduction in anti-social behaviour and criminal damage over the last 12 months. The organisation believes this is linked to improved safer neighbourhood policing and citizen focus Policing.
- Positive measures have been introduced by the force particularly around keeping people informed. Staff demonstrated a good awareness of the issues and how this had been highlighted as a source of dissatisfaction and the force requirement to keep people informed.
- User satisfaction data is included in the performance framework at BCU level. There is a mandatory obligation to survey victims of crime through the market research company, which covers five key areas of performance.
- BCU performance in relation to satisfaction and confidence is monitored closely by the command team. BCUs are visited bi-monthly and are subject to performance scrutiny with the ACPO CF lead.

Work In Progress

- The force is not complacent about the gap between white and BME service users and has appointed a Superintendent lead with responsibility to put measures in place to understand and narrow the gap. A twenty seven point tactical action plan has commenced to address this issue. The plan includes training on the importance of addressing the satisfaction gap, PDRs linked to specific objectives in relation to quality of service provision, and detailed analysis of user satisfaction data based on ethnicity and gender down to section level. The plan also includes actions designed to improve engagement with BME communities.
- A bespoke 'Ethically Effective Communications Plan' is currently being developed that is specifically designed to meet the needs of the Sikh community and support the force in its efforts to bridge the gap both in terms of under representation in recruitment and satisfaction and confidence as service users. The plan is underpinned by research and a survey conducted with the assistance of Derby University involving eighty randomly selected members of the Sikh community. The main findings were a lack of understanding, trust and confidence in the judicial system as a whole; and secondly the need to tailor communication approaches to forge new and stronger relationships with older and emerging generations who have separate needs. Two distinct communication strategies have been devised within the plan that are tailored specifically to the needs of older and younger generation members of the Sikh community.
- A concerted effort to improve engagement with the Polish, Afro-Caribbean and Kosovan communities is being made in an effort to further understand and narrow the white-BME user satisfaction gap.
- A Youth Leadership Programme aimed at young people from BME communities aged between 15-18 years, seeks to target those on the fringe of offending. Four times a year workshops are held for a week which break down barriers, introduce positive role models and explore perceptions of the police. The programme has led to formation of a youth IAG.

Area(s) for improvement

- The impact of police/partner activity on satisfaction and confidence are not compared before and after specific problem solving. The force should consider capturing localised data prior to and on conclusion of problem solving activity. This will allow BCU and local NHP teams to better understand the impact of policing activity and how it may influence satisfaction and confidence, both before and after specific problem solving initiatives.

Appendix 1: Glossary of Terms and Abbreviations

A

ACC	Assistant Chief Constable
ACO	Assistant Chief Officer
ACPO	Association of Chief Police Officers
ASB	Anti-social Behaviour
ASBO	Anti-Social Behaviour Order

B

BCS	British Crime Survey
BCU	Basic Command Unit
BME	Black and Minority Ethnic
BPA	Black Police Association

C

CDRP	Crime and Disorder Reduction Partnership
CMU	Crime Management Unit

D

DCC	Deputy Chief Constable
DV	Domestic Violence

G

GO	Government Office
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H

HICT	Head of Information and Communications Technology
HMIC	Her Majesty's Inspectorate of Constabulary
HR	Human Resources

HSE Health and Safety Executive

I

IAG Independent Advisory Group

ICT Information and Communications Technology

IiP Investors in People

IS&T Information Systems and Technology

L

LCJB Local Criminal Justice Board

LSCB Local Safeguarding Children Board

M

MAPPA Multi-agency Public Protection Arrangements

MPR Monthly Performance Review

MSF Most Similar Force(s)

N

NCRS National Crime Recording Standard

NIM National Intelligence Model

NHP Neighbourhood Policing

NPIA National Policing Improvement Agency

NSPIS National Strategy for Police Information Systems

O

OBTJ Offender brought to Justice

P

PCSO Police Community Support Officer

PFI Private Finance Initiative

PI Performance Indicator
PIP Professionalising the Investigative Process
PURE Police Use of Resources Evaluation

Q

QoSC Quality of Service Commitment

R

REG Race Equality Group

S

SARA Scanning, Analysis, Response, Assessment

SOCA Serious and Organised Crime Agency

SPG Strategic Performance Group

SPOC Single Point of Contact

T

TCG Tasking and Co-ordinating Group

Appendix 2: Developing Practice

<p>Developing Practice</p> <p>INSPECTION AREA : Neighbourhood Policing</p>
<p>TITLE: Fairfield Allotment Project</p>
<p>PROBLEM:</p> <p>With a very broad range of ages in a small community in a neighbourhood with comparatively fewer resources and affluence, tension between young and old can easily become a source of frustration and perceived fear and anti-social behaviour. Closing the generational divide can help reduce that fear and also the incidence of ASB.</p>
<p>SOLUTION: Community allotment project by Fairfield SNT</p> <p>Fairfield Safer Neighbourhood Team launched an allotment project so people of all ages in the community can work together to grow fruit and vegetables.</p> <p>The idea behind the project is to encourage young and older people to work together to grow produce, which can then be used in healthy recipes.</p> <p>Funding for the project was provided by Age Concern Derby & Derbyshire, which was recently awarded a grant to undertake an allotment and healthy eating project.</p> <p>Fairfield Endowed Junior School agreed to provide a plot of land for use in the project, which has been named 'Rooted in the Community.'</p> <p>In order to make the planting areas accessible for everyone, raised beds were built at the allotment. At the end of March, a team of off-duty police officers and Police Community Support Officers - PC Graham Mason, PC Neil Myers, PCSO Ellen Fox, PCSO Matthew Cox and PSCO Ron Wild, joined Cathy Ayrton, of Age Concern Derby & Derbyshire, to complete the hard landscaping work. Over the course of the day, the land was cleared and three raised beds were built and filled with soil for planting. The team was joined in the afternoon by local firefighters and Buxton Station Manager, Simon Nutman, who took on the task of moving the ten tonnes of top soil.</p> <p>The project has been well supported by local businesses. The railway sleepers for the raised beds were supplied by Network Rail's Chinley Depot. Ten tonnes of top soil was donated by Bryant Homes, which is building new homes in Buxton. Buxton Woodworks donated plywood and fixings, so that some of the planters could be faced to allow the pupils to decorate them. B C 4 Plumbing lent the group a van so they could transport equipment.</p>
<p>EVALUATION:</p> <p>The project will monitor the numbers of young people who go through the programme and test the attitudes towards each other through questioning.</p>
<p>EXTERNAL VALIDATION:</p> <p>None planned</p>

OUTCOME(S) :

- the project is expected to reduce the number of problem cases of ASB in the locality
- it supports a number of other 'sustainable community' aims, i.e. local food production, healthy eating
- it is hoped that the interest is sustained into using the produce in making healthy meals, utilising the cooking skills vested in the older generation

FORCE CONTACT:

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Appendix 3: Assessment of Outcomes Using Statutory Performance Indicator Data

Context

The HMIC grading of Neighbourhood Policing and Citizen Focus for each force takes performance on the key SPIs as a starting point. These are derived from the PPAF and are survey based.

The survey results come from two different sources:

- **Neighbourhood Policing**
Results come from the BCS, which questions the general population. The annual sample size for the BCS is usually 1,000 interviews per force.
- **Developing Citizen Focus Policing**
Results come from forces' own user satisfaction surveys. The annual sample size for these user satisfaction surveys is 600 interviews per BCU.

Understanding survey results

The percentage shown for each force represents an estimate of the result if the whole relevant population had been surveyed. Around the estimate there is a margin of error based on the size of the sample surveyed (not on the size of the population).

This margin is known as a **confidence interval** and it will narrow or widen depending on how confident we want to be that the estimate reflects the views of the whole population (a common standard is 95% confident) and therefore how many people have to be interviewed. For example, if we have a survey estimate of 81% from a sample of approximately 1,000 people, the confidence interval would be plus or minus 3 and the appropriate statement would be that we can be 95% confident that the real figure in the population lies between 78% and 84%.

Having more interviewees – a larger sample – means that the estimate will be more precise and the confidence interval will be correspondingly narrower. Generally, user satisfaction surveys will provide a greater degree of precision in their answers than the BCS because the sample size is greater (1,000 for the **whole force** for the BCS, as opposed to 600 **for each BCU** for user satisfaction).

HMIC grading using survey results

In order to **meet the standard**, forces need to show no 'significant' difference between their score and the average for their MSF or against their own data from previous years. Consequently, force performance could be considered to be 'exceeding the standard' or 'failing to meet the standard' if it shows a 'significant' difference from the MSF average or from previous years' data.

HMIC would not consider force performance as 'exceeding the standard' if SPI data were travelling in the wrong direction, ie deteriorating. Likewise, credit has been given for an upward direction in SPI data even if performance falls below the MSF average.

Understanding significant difference

The calculation that determines whether a difference is statistically significant takes into account the force's confidence interval and the confidence interval of its MSF.¹ The results of the calculation indicate, with a specified degree of certainty, whether the result shows a real difference or could have been achieved by chance.

This greater level of precision is the reason why a difference of approximately two percentage points is statistically significant² in the case of the user satisfaction indicator, whereas a difference of around four percentage points is required for the BCS indicators. If the sample size is small, the calculation is still able to show a statistically significant difference but the gap will have to be larger.

[Produced by HMIC based on guidance from the NPIA Research, Analysis and Information Unit, Victoria Street, London.]

¹ The BCS results are also corrected to take account of intentional 'under-sampling' or 'over-sampling' of different groups in the force area.

² It is likely that there is a real, underlying difference between data taken at two different times or between two populations. If sufficient data is collected, the difference may not have to be large to be statistically significant.