

Her Majesty's Inspectorate of Constabulary



Inspection of Dorset Police

Professional Standards

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INSPECTION OF PROFESSIONAL STANDARDS 2005

A - INTRODUCTION AND METHODOLOGY

1. Introduction

'Professional standards' within the policing context has evolved significantly in recent years, following the HMIC thematic 'Police Integrity' (1999), the establishment of an ACPO Presidential Taskforce to tackle corruption and the introduction of the ACPO Professional Standards Committee. Since 2000, virtually every force in England and Wales has significantly expanded the activities of pre-existing Complaints and Discipline Departments to include an element addressing anti-corruption, including covert investigation. These larger units are generically known as Professional Standards Departments (PSDs).

The issue of complaints holds a unique importance for HMIC in that legislation¹ creates a responsibility on Her Majesty's Inspectors (HMIs) to 'keep themselves informed' as to the handling of complaints in forces. Traditionally this has involved inspection of individual forces on a rolling programme. The advent of HMIC's annual Baseline Assessment (from 2003/04), the establishment of the Independent Police Complaints Commission (IPCC) in 2004, and a series of public inquiries have changed the professional standards landscape significantly. In view of this, HMIC decided to carry out a simultaneous programme of inspection of professional standards in all 43 English and Welsh forces to provide a comprehensive picture of current performance and identify any issues of national importance.

2. Inspection scope

While this national programme of inspection of 'Professional Standards' has focused primarily on the operation of the PSDs, and their sub-sections, it has also examined issues of professional standards in the wider policing context, and therefore touched on other departments and areas of responsibility, for example Human Resources (HR). The core elements identified nationally for examination were:

Professional Standards Department

- The umbrella department within which all 'professional standards' activities are delivered, including the investigation of complaints and misconduct and proactive anti-corruption work.

Complaints and misconduct unit

- Responsible for reactive investigations into public complaints as well as internal conduct matters.

Proactive unit

- Responsible for the intelligence-led investigation of vulnerability to or allegations of corruption.

¹ Section 15(1) of the Police Reform Act 2002

Intelligence cell

- Responsible for:
 - Overall intelligence management
 - Analysis
 - Field Intelligence
 - Financial Investigation
 - Managing risks and grading threats

Handling of civil claims, security management and personnel vetting

- Individuals or units responsible for identifying risks to the integrity of the police service manifested within civil actions, civil claims, employment tribunals, breaches of security and infiltration of the service by inappropriate personnel.

Handling 'Direction and Control' Complaints

- Processes for handling complaints relating to:
 - operational policing policies (where there is no issue of conduct)
 - organisational decisions
 - general policing standards in the force
 - operational management decisions (where there is no issue of conduct)

Impact of unsatisfactory performance and grievance

- Relevant personnel within HR and operational departments, to establish that processes exist to identify any conduct issues or organisational lessons.

NB: The above list is not exhaustive nor does every force have each of these units or responsibilities as separate functions. The inspection sought to examine as many of the identified activities as are relevant to each force.

3. Methodology

Since 2003/04, HMIC's core methodology for assessing force performance has been Baseline Assessment (BA), which consists of a self-assessment process supported by visits to forces for validation and quality assurance. BA assesses performance annually across 27² areas of policing via a framework of questions for each area. The mainstream BA process for 2004/05 was completed during spring 2005 and the results published in October 2005.

Professional Standards is one of the BA frameworks and would normally have been included in the mainstream BA activity. With the full programme of professional standards inspections scheduled for October and November 2005, however, the assessment of this framework was deferred to await their outcome.

The programme of inspections has been designed to:

- Provide a full inspection of professional standards in all England & Wales³ forces;
- Gather evidence for Baseline Assessment reports and grading of professional standards in all forces; and
- Identify key issues, trends and good practice that may have implications for professional standards on a national basis.

² Number of frameworks in the 2004/05 assessment

³ Also including British Transport Police and Ministry of Defence Police

The standard format for each inspection has included:

- The completion of self assessment questionnaires by all forces;
- Examination of documents;
- Visits to forces with group and individual interviews;
- Consultation with key stakeholders; and
- Final reports with grade.

4. Baseline Assessment grading

HMIC applies a qualitative grading to the inspection of Professional Standards. These grades are:

- Excellent
- Good
- Fair
- Poor

In allocating individual force grades, HMIC assesses all the available evidence and identifies how well the force matches an agreed set of Specific Grading Criteria. To ensure fairness and transparency in the grading process, HMIC worked with key partners in the APA, IPCC, the Home Office and ACPO to develop and agree these Specific Grading Criteria for Professional Standards.

The criteria set out expectations for a “Good” force. Grades of Fair, Good and Excellent all represent acceptable performance levels but indicate the degree to which the force has met the grading criteria. An Excellent grade indicates ‘benchmark’ performance including significant implementation of good practice.

The full grading criteria are set out in HMIC’s website at:
www.inspectorates.homeoffice.gov.uk.

The key elements appear under four headings, namely:

- **Intelligence** - *what a force knows about the health of professional standards*
- **Prevention** - *how the force tries to improve and prevent the abuse of standards*
- **Enforcement** - *its effectiveness in dealing with emerging problems*
- **Capacity and Capability** – *having the resources and skills to address reactive and proactive challenges (including timely and proportionate response to lapses in professional standards)*

The remainder of this report is set out under these headings, for ease of reference to the evidence presented.

B – FORCE REPORT

1. Force Overview and Context

Dorset Police serves a population of 700,000, in just over 1000 square miles, half of which are in designated areas of outstanding natural beauty. The area includes 170 miles of coastline, with 90% of the county being classified as rural. Much of the population lives in small towns, villages and hamlets. Over four million tourists visit the region each year. The main local authorities are Dorset County Council and the unitary authorities of Bournemouth and Poole.

The population has grown by 4.1% over the last 10 years. It is projected that it will have grown by a further 6% by 2016. The black and ethnic minority population of the county comprises 1.85%. The local economy is buoyant, but whilst commonly perceived as a prosperous county, the gross domestic product per capita is below the national average.

The senior management team for Dorset Police comprises a Chief Constable, a Deputy Chief Constable whose portfolio includes human resources, professional standards, partnership and diversity development, quality and development, and media and corporate communications. The Assistant Chief Constable is responsible for Basic Command Units (BCUs), operations, headquarters CID and criminal justice. There is also an Assistant Chief Officer with responsibility for finance and accounts, information systems, transport, estate management and procurement and distribution services.

Policing is delivered from four BCUs: Bournemouth (run by a Chief Superintendent), Poole, Eastern and Western (all run by superintendents)

Professional standards

The DCC holds the portfolio responsibility for professional standards (PS). The professional standards department (PSD) is headed by a Superintendent, with a Chief Inspector deputy who oversees the complaints and misconduct unit and civil litigation section. A Detective Inspector heads the integrity unit (IU). Also within PSD is a compliance unit covering data protection, information security, FOI, vetting and disclosure.

2. Findings

Intelligence

Strengths

- A strategic assessment of the Force's vulnerability to corruption has been completed and forwarded to NCIS. It identifies the main risks to Dorset Police, including disclosure of information, substance misuse, indebtedness and criminal association. A control strategy outlining intelligence, enforcement and prevention priorities is included. A comprehensive tactical plan recently produced by PSD provides the basis for taking matters forward.
- Dorset has a small integrity unit (IU) within PSD, commensurate with that required by a force this size, and it has built a reputation for being effective. The DI has a detective background in a larger force, the DS has previous force intelligence bureau (FIB) experience and the DC is a trained financial investigator, giving the unit necessary skills in intelligence handling, good knowledge of RIPA, and sound investigative experience. They rely on the intelligence analyst in FIB and do outsource some work.
- Staff use various routes to forward intelligence and appear confident to come forward with allegations of a wide range of unethical or corrupt practices, including improper disclosure, criminal association, and substance misuse. There is a steady flow of intelligence items, with five in the week previous to the inspection visit. All are input into a stand-alone database although not all can or will be actioned. A good liaison network exists with other forces, including Wiltshire, Hampshire and the Metropolitan Police, to assist with intelligence development, covert work and the more complex cases.
- A centralised dedicated source unit (DSU) now operates in the Force. There is an excellent relationship between operatives, managers and the integrity unit, with a sterile corridor between PSD and the DSU. The use of a covert authorities database provides a fully auditable process for the registration and management of sources.
- Evidence was presented of excellent use of intelligence - eg, an officer associating with drug dealers was subject to a test purchase. The officer was subsequently arrested and resigned.
- A system known as 'Mail Meter', installed in August 2005, can scrutinise deleted e-mails and locate where attachments to e-mails are being sent within the organisation. This system has been successfully used to identify misuse and prevent the sending on of offensive and inappropriate material.
- An excellent example of the proactive stance in relation to potential misuse of systems and intelligence is 'Top 20' Internet user tracking. IT systems are examined to reveal the twenty most prolific users of the Internet and their

details are forwarded to their line manager who decides whether such usage is appropriate.

- Certain Internet sites such as those accessing pornography and gaming are automatically blocked. Audit systems can identify whether a website has been simply requested or actually logged into and used. All current IT systems are auditable.

AFIs

- A lack of analytical capacity is seriously hampering PSD, with very limited performance information and few analytical products being provided to BCUs to assist complaints prevention. BCU management team commanders would welcome more information on hotspotting - eg, where most complaints are generated and the times, shifts or teams involved - to assist with complaint prevention.
- In terms of performance management information, whilst acknowledging that forces will record complaints differently, no benchmarking occurs against 'most similar forces' in respect of types or numbers of complaints. An improved performance pack is being developed, which needs to include detail on ethnicity of complainants, and should show performance against targets for timeliness and use of local resolution.
- There is an agreement for additional analytical capacity, to build on the current temporary arrangement of a loaned analyst for two days a week, and this is supported by the Chief Constable, IPCC and Police Authority. On the proactive side, again no dedicated analyst is employed, reliance being placed on the intelligence analyst within the FIB.

Recommendation 1

Her Majesty's Inspector recommends analytical capacity should be increased to enable compliance with NIM principles and processes within the professional standards arena, and help inform a more robust complaint prevention strategy.

- The Head of PSD, together with IU staff, agrees priorities on proactive business in line with the control strategy and what they consider the greatest risks to the Force. With regard to complaints and misconduct, the Chief Inspector holds monthly meetings and is taking a more directive and intrusive role in prioritising work and moving resources. In addition, the Professional Standards Board is taking on the strategic tasking and coordinating role. A more explicit adoption of NIM principles and processes would help ensure resources are better directed to areas of highest risk.
- A confidential line for reporting complaints or integrity issues exists, but is rarely used. Dorset Police is currently awaiting evaluation by other forces, including Wiltshire Police, of the efficacy of an independent reporting line.

Prevention

Strengths

- The professional standards board, chaired by the Chief Constable, considers standards across the whole organisation. The DCC, who holds the professional standards portfolio, also sits on the board. It has become a well-established forum for setting the strategic direction on complaints prevention and the ethos is very much one of learning lessons and continuous improvement.
- A quarterly publication, 'Hindsight', highlights recent disciplinary and complaints issues and examines them for lessons to be learnt by the Force as a whole and by individuals. Although well produced, it would benefit from better marketing and sufficient paper copies being left in places where staff have easy access - eg, staff canteens and designated briefing rooms - to encourage a wider readership.
- Each BCU has a designated PSD liaison officer who meets at least quarterly with the Chief Inspector responsible for support issues to assess what training and advice is required. An example of the outcomes of this process is that PSD will conduct training for custody officers in January 2006 with a view to reducing the number of complaints generated from prisoner handling.
- Liaison officers also e-mail all newly promoted sergeants and inspectors, asking them to make an appointment with PSD within 28 days. If no appointment is made, the liaison officer will send a reminder. The purpose of this exercise is to identify individual concerns or training needs in relation to handling complaints or misconduct. The inspection team considers this proactive stance to be good practice.
- Strong evidence was presented of organisational learning from critical incidents and employment tribunals, the results of which are shared with all staff. Examples included a siege resulting in a death, the discharge of a baton round, and a death in custody where post incident reviews have led to policy and procedural changes. PSD is often the first to bring issues to the regional forum to share with its neighbours.
- A programme of perceptual training, run at the Streetwise safety centre, makes full use of members of the community from a wide range of backgrounds. Students receive practical training on how to deal with issues such as stop and search and receive feedback on how they are perceived by the public. This training provides a useful vehicle for the development of skills to deal effectively with members of the public, thereby reducing the potential for complaints.
- Effective engagement with many community groups, including the Black and Ethnic Minority Advisory Panel (BEMAP) and Lesbian and Gay Liaison Officers (LAGLO), helps the Force manage issues arising from the 'Secret Policeman' report, handle critical incidents and gain feedback on customer service.
- Intranet sites enable staff to report directly to senior management issues and problems that are impeding their ability to do their job effectively. They include 'sorted' and 'thatcan'tberight.com'. Whilst not designed specifically for

staff to raise integrity matters, this innovative approach is already generating productive discussions on professional standards issues.

- The low number of grievances and employment tribunals almost certainly reflects confidence in the dignity at work policy and strong support for managers from the HR department. There is excellent occupational health and welfare support for officers on issues such as indebtedness, a key risk identified by the strategic assessment. There is also an employee assistance programme, providing access to counselling services and a confidential care line.
- Both within PSD and elsewhere staff state that there are many channels through which to report unacceptable behaviour such as bullying and that they would also have confidence to come forward. A robust stance is taken by the Force on bullying in the workplace and an anonymous reporting facility is available to staff in paper format. Its use has declined recently and it would benefit from a re-launch to raise staff awareness. This is a separate system to the confidential corruption and misconduct reporting facility.
- There is a clear security management regime with a compliance unit comprising an information security officer, a vetting officer, data protection, FOI officers and a civil litigation unit, all answerable to the Head of PSD. Plans to locate all units on the same floor at headquarters will help communication. The introduction of an overall manager responsible for the unit is under discussion and will enhance management arrangements.
- There are robust systems for information security and, following two recent independent audits, the Force has received favourable reports. The secure network is currently 91% compliant with the community security policy, significantly better compliance than in most forces

AFIs

- A vetting officer has recently been appointed and all vetting is now done centrally. The foundations for achieving the required vetting of staff are being laid. A meeting in December will help scope the work required to achieve effective vetting and aftercare. The extent of this work and the resources required, including an appropriate software package, should not be underestimated and needs to be made the subject of clear action plans and rigorous monitoring to ensure it is driven through.

Recommendation 2

Her Majesty's Inspector recommends the action plan to complete the establishment of comprehensive and effective vetting processes should be monitored robustly to ensure compliance with national guidance.

- A strong learning culture is developing and there is evidence of effective learning from critical incidents and some complaints. Developing an overarching organisational learning strategy would provide better co-ordination and should include evaluation of the effectiveness of the process.

There are good publications and training but, at present, little understanding of the impact they are having.

- A new process for recording direction and control complaints has been agreed which aims to improve on the current system. A direction and control spreadsheet, which contains a breakdown for each division, goes live in January 2006. The procedure is being risk assessed by Bournemouth University, as part of a review of all policies in line with the Race Relations (Amendment) Act . Further evaluation of the system will be needed in 6-12 months to ensure it is providing an improved service and that action is being taken in response to customer feedback.

Enforcement

Strengths

- The professional standards board considers standards across the whole organisation and it has become a well-established forum for setting the strategic direction and, through a work matrix, driving improvements to the investigation of public complaints, misconduct cases, direction and control issues and civil claims.
- Dorset Police's vision and values statement was published in October 2005. Under the strapline 'One team, one vision – making Dorset safer for you' it underpins the standards and values to which all staff are required to adhere externally and internally and provides a sound framework for PSD. Significant consultation was undertaken with staff around the values they felt to be most important and a clear message is being given to staff from the Chief Constable downwards – sign up to the values of the organisation or Dorset Police does not want your services. There was widespread support for this work and belief amongst staff in the values chosen.
- Public accessibility to complaints recording systems is improving and clear processes are routinely followed to ensure complaints are speedily forwarded to PSD upon receipt. Good progress is being made towards ensuring proportionality in investigations. Early assessment of every complaint by the Chief Inspector, the development of investigation plans and effective use of voluntary statements are procedures which are rigorously adhered to in line with Lancet principles. Using this approach, despite an increasing workload, average times taken to complete investigations have been maintained.
- The Force has been quick to pick up on the benefits of local resolution and is keen to increase the proportion of complaints resolved locally. By skilful use of restorative meetings to resolve complaints, interactions with the public which were initially negative have resulted in increased community engagement and greater intelligence flow. The Force is taking part in independent research on the use of restorative justice.
- A comprehensive training programme covering the local resolution process and marketing the new procedure for direction and control complaints has been successfully delivered to inspectors and equivalent grades and above.

This has helped to give staff greater confidence and understanding of how to ensure successful local resolution.

- A good relationship has developed with the IPCC, helping to manage any tensions between the two organisations and obtain clarity around interpretation of the recently produced IPCC guidance on recording and investigating complaints. PSD is quick to refer issues to the IPCC where necessary and the IPCC considers that PSD's operating principles and openness to new ideas are helping to achieve significant cultural and strategic change. Whilst both sides do not always agree on decisions made, there is good, open communication between them.
- The Police Authority is proactively and enthusiastically involved in monitoring performance and trends. Its members conduct a bi-monthly random audit of case files, monitoring file quality, updates to the complainant and timeliness. The Police Authority also receives a copy of the Force's quarterly HR performance review.
- A selection of files was examined and they were found to be in good order, containing clear decision logs, evidence of supervision and complainants/staff complained against being kept up to date. Each file was marked to assess whether there were any personal or organisational lessons to be learned from the outcomes.
- The enforcement process is highly transparent and the final product of investigations is of a good standard. The investigating officer's report is forwarded in full to both the complainant and the subject of the complaint, accompanied by a summary letter written by the Head of PSD. This approach has helped complainants accept and understand the process and is considered good practice.
- The Force displays much good practice on enforcement. Examples include:
 - Good use of police staff in complaints investigation;
 - Clear guidance on sanctions for email and Internet misuse;
 - Suspension used sparingly;
 - Research undertaken by the integrity unit (IU) into allegations of compromise with a view to identifying suspects and informing prevention tactics. An operational security officer (OPSY), a member of the IU, is considered for deployment within all level 2 operations;
 - Financial investigator in the IU; and
 - Substance misuse policy and service confidence procedure established and being utilised.
- PSD produces a detailed report for the Police Authority giving narrative details of all complaints and misconduct under investigation. They find this very helpful in support of their governance arrangements. The IPCC has recommended this model to other forces as 'good practice'.
- Cultural change is apparent and the organisation is one that has embraced the need to move from a blame culture to a learning organisation. A practical example of this is the introduction of a form making it clear that what would

have once been seen as a sanction - eg, words of advice, is now considered a development opportunity.

- BCU management teams are keen to deal with misconduct and complaints suitable for local resolution. They see this as the best way to satisfy complainants and affect officer/staff behaviour. They deal with minor civil claims and would welcome further devolvement of responsibility for dealing with less serious complaints, with support and advice from PSD on policy and quality control.

AFIs

- The Force acknowledges scope for more complaints to be dealt with by local resolution. Currently about 64% of complaints where local resolution is an option are resolved in this way. A plan of action to increase its use is well advanced and should start to show results before the year's end. The policy on local resolution is in place but would benefit from review and there needs to be analysis to identify where and who is making best use of local resolution. Now that statutory IPCC guidance is available the Force is encouraged to undertake a gap analysis to ensure full use of the local resolution option. Marketing the benefits to all staff is also essential.
- There have been very few appeals to the IPCC, the few to date mostly being about recording. This suggests good customer satisfaction but, in line with the citizen focus agenda, PSD is encouraged to consider use of customer surveys, for both complainants and those complained against. These have been successfully used in other forces and could provide valuable feedback to inform the continuous improvement programme.
- PSD works closely with HR department – this good relationship provides an opportunity to develop and reinforce the policies and procedures on 'support for persons reporting wrongdoing', and to better manage the re-integration of staff into the workplace following a period of suspension or when moving from PSD into new roles. Success currently relies more on personalities than on clearly documented and understood procedures.
- Tribunals are headed by the ACC who, as a previous head of a PSD, has valuable knowledge and experience, which has been used to good effect to develop superintendents in tribunal management. There has not, however, routinely been training for superintendents. This is being addressed with a programme set up for March 2006, with contributions from external legal representatives and the training being offered to other forces in the region.
- PSD staff involved in the investigation or supervision of complaints and misconduct are highly skilled. A current requirement for recruitment to PSD is an investigative background, whether through police or military experience. All police staff investigators fit this profile and are retired police officers from Dorset Police. The department believes that all staff need to be able to 'hit the ground running', hence the rationale for recruiting ex-military and police personnel. All staff complete their own investigations from start to finish and there is therefore no role for lower level investigators or statement takers who do not possess the full skills set.

- Whilst the inspection team acknowledges that this links in to the lack of formal training and resources currently available, adherence to this formula is severely restricting diversity in the department. There needs to be an acknowledgement of the different skills that staff from different backgrounds can bring and also the risks that recruiting from such a small group of people can generate. Consideration should be given to the use of secondments, attachments and full-time statement takers.

Recommendation 3

Her Majesty's Inspector recommends consideration be given to increased use of secondments and attachments to the department, and to employing statement takers and others who could support investigators.

Capacity and Capability

Strengths

- PSD has experienced, flexible and enthusiastic staff, who are committed to improving professional standards in Dorset and a real team spirit is very apparent. There is an effective planning process and departmental plans have clear objectives. The department is held in high regard and there is a good relationship with staff associations, particularly the Police Federation. BCU management teams highly value the support provided.
- All policies pertaining to professional standards are being revised. A good example of this is the work on 'support for persons reporting wrongdoing' where the new policy puts more emphasis on line management support, is more explicit about confidentiality, takes account of the six strands of diversity and aims to be more transparent and give staff realistic expectations.
- Information is easily accessible. An excellent new Intranet system is available to all members of staff and will soon incorporate a database known as a 'Policy Portal'. It will allow staff an interactive, user friendly way to search for force policy on any relevant policing subject, including complaints against police, misconduct issues, grievance handling, dignity at work policy and information relevant to all other aspects of HR and professional standards.

AFIs

- The department has achieved much with limited resources but is a small team with limited resilience. There have been recent absences due to sickness and two members will move on soon, having been successful in promotion or selection for other posts. Workloads have increased significantly. There was a 55% increase in complaints and a 127% increase in misconduct cases last year following the introduction of the IPCC. There has been a further 5.6% increase in complaints this year. The greatest need is for analytical capacity - at present an analyst is on loan for two days a week. Agreement has been

reached for a full-time analyst who will assist with producing improved performance data on complaints and misconduct.

- There is also limited administrative support although there are plans to address this. The IU would welcome being more proactive; it currently has limited capacity to investigate all intelligence with potential and to examine areas such as links with private investigators. It also has a major role in policy development and training. Consideration should be given to more creative staffing solutions, allowing the unit to stop owning and investigating cases once they become overt.
- PSD is one of a number of departments seeking extra resources. Chief officers and the Police Authority would be willing to look favourably on reasonable requests, backed up by sound business cases. There has not been a full management review of staffing arrangements since the introduction of the IPCC.

Recommendation 4

In the light of increased workloads and with a view to establishing a more proactive complaints prevention strategy, Her Majesty's Inspector recommends a management review of the current structures, working practices and staffing arrangements in PSD.

- In addressing this recommendation consideration should be given to ways of ensuring resilience to allow the Head of Department more time for taking forward strategic issues, including compliance with the management of police information code of practice. A way to achieve this might be to recruit an additional chief inspector. Consideration should be given to using existing staff in an 'acting' capacity in the absence of the Superintendent and Chief Inspector. There is also scope for broadening the range of secondments /attachments (see also recommendation 3). To date the only secondment available is at sergeant level and this approach could increase diversity within the department.
- The Force acknowledges that the unsatisfactory performance procedure (UPP) is an underused tool and to date there has been little guidance provided to give managers confidence in its use. The learning and development unit is now undertaking work to rectify this situation.
- Business interests have been identified as a potential risk to the organisation. Force policy is being redrafted and the Chief Constable has taken up the matter with the ACPO lead on professional standards with a view to achieving greater clarity on the management of this issue. Other policies under review include those relating to the application of the service confidence procedure, and gifts and hospitality.

Glossary

ACC	assistant chief constable
ACCAG	ACPO Counter-Corruption Advisory Group
ACPO	Association of Chief Police Officers
ACPO PSC	ACPO Professional Standards Committee
BA	baseline assessment
BCU	basic command unit
BME	black and minority ethnic
CHIS	covert human intelligence source
CID	criminal investigation department
CPS	Crown Prosecution Service
DCC	deputy chief constable
DSU	dedicated source unit
ESU	ethical standards unit
FTE	full-time equivalent
HMI	Her Majesty's Inspector
HMIC	Her Majesty's Inspectorate of Constabulary
HoD	head of department
HQ	headquarters
HR	human resources
IAG	independent advisory group – a body advising a force or BCU on race and diversity issues
liP	Investors in People

IPCC	Independent Police Complaints Commission
LR	local resolution
MMR	monthly management review
MSF	most similar forces – a way of grouping forces to which each police force can be compared that has similar social and demographic characteristics
NCDG	National Complaints and Discipline Group
NCIS	National Criminal Intelligence Service
NIM	National Intelligence Model
PA	police authority
PCSO	police community support officer
PDR	performance development review
PNC	Police National Computer
PPAF	Police Performance Assessment Framework
PS	professional standards
PSD	professional standards department
RDS	Research, Development and Statistics
RES	race equality scheme
RIPA	Regulation of Investigatory Powers Act, 2000
QA	quality assurance
SGC	specific grading criteria
SLA	service level agreement

SPI(s)	statutory performance indicators (SPIs) are used to monitor key aspects of police performance and form a critical component of performance assessments. SPIs are set each year following consultation with partners in line with powers under the Local Government Act 1999. SPIs are also known as 'best value performance indicators'
SPOC	single point of contact
TCG	tasking and co-ordination group
UPP	unsatisfactory performance procedure