

**HM Inspectorate of Constabulary
Northern Regional Office**

**Follow-up/Monitoring Visit
Oldham BCU
Greater Manchester Police**

BCU Inspection Conducted - December 2006

Follow-up Visit Conducted - February 2008



1. Introduction

The original inspection was undertaken by HMIC staff officers on behalf of HM Inspector Ken Williams, CVO, CBE, QPM, BA between the 4 and 8 December 2006.

A self-assessment based on the seven police performance assessment framework (PPAF) domains and underpinning frameworks and a leadership audit were used to identify the issues that reflected the greatest risk to performance improvement, namely:

- human resource management;
- neighbourhood policing and problem solving in partnership;
- national intelligence model; and
- contact management, specifically the management of demand to meet business and customer needs

The inspection team subsequently met with key partners and stakeholders as well as some 100 members of staff during interviews, focus groups, business meetings and informal visits to places of work in the division.

The inspection report concluded with four recommendations which provided the focus for scrutiny for the follow-up visit.

The follow-up visit began on 25 February and concluded on 27 February 2008.

2. Follow-up methodology

In advance of the follow-up visit the inspection team was provided with an update to the action plan implemented by the Divisional Commander to address the recommendations in the original inspection report. This provided the framework for testing the impact of remedial action on leadership and performance.

During the follow-up visit the inspection team interviewed members of the divisional senior management team (SMT) and the head of the force operational communications branch. Focus groups were held with a wide range of divisional officers and police staff, and strategic and tactical representatives of key partner agencies. The inspection team also visited a neighbourhood policing team (NPT) and attended a meeting of the Oldham sustainable neighbourhoods management group (SNMG).

3. Significant developments since the original inspection

Senior Management Team

Both the structure and role responsibilities of the SMT in Oldham division have changed since the original inspection. The superintendent (operational support) and chief inspector (operations) have changed postholders and to promote an effective team ethos, the Divisional Commander has allowed her chief inspectors to review lines of responsibility with a view to improving functional alignment. For example, the neighbourhood policing function has been transferred from the operations portfolio to operational support in order to align it with the lead responsibility for partnerships.

Staffing

At the time of the original inspection the division had 458 police officers, 37 active members of the Special Constabulary, 56 PCSOs, and 87 police staff. At the time of the follow-up visit

there were 440 police officers (-18), 29 Special Constables (-8), 76 PCSOs (+20) and 92 police staff (+5). The figures reflect a reduction in the police officer establishment, supported by workforce modernisation to increase the number of PCSOs and police staff members.

Divisional Structure

In order to get teams working in a more collaborative and supportive manner to address local priorities and achieve corporate targets, staff from non-operational units are supporting front line officers on policing duties at key times to both maintain skill levels and improve divisional performance. An incident handling unit (IHU) has also been introduced in Oldham division as part of the process to manage demand. These developments link to areas for improvement identified during the original inspection.

Building works

At the time of the original inspection it was evident that the refurbishment of Oldham divisional headquarters was having a detrimental effect on performance. Many resources had been temporarily relocated in stations around the division, impacting upon communication and effectiveness. Those members of staff remaining at the headquarters were regularly subjected to noise and disruption. Building works have recently been completed and units have been relocated into their planned locations.

4. Performance

Oldham division is currently compared with 14 similar BCUs across the country (see Appendix 1). The following tables summarise Oldham division's performance over time, comparing performance over the period 1 February 2007 to 31 January 2008 with the preceding 12 month period, and against this Most Similar Group (MSG):

INDICATOR	FEB 06 TO END JAN 07	FEB 07 TO END JAN 08	% CHANGE	MSG MEAN	RANK (OUT OF 15)
Recorded crime per 1,000 population	119.41	106.11	11	97.28	12
Recorded crime sanction detection rate (%)	23.10	23.10	0	27.88	14
Domestic burglary per 1,000 households	26.03	22.98	-12	13.80	15
Domestic burglary sanction detection rate (%)	11.70	16.30	+39	18.98	11
Robberies per 1,000 population	2.62	2.19	-17	1.17	13
Robbery sanction detection rate (%)	18.6	21.50	15	24.22	12
Vehicle crime* per 1,000 population	21.10	17.29	-18	4.30	12
Vehicle crime sanction detection rate (%)	6.40	10.40	+61	12.30	10
Violent crime per 1,000 population	23.87	19.22	-19	19.78	7
Violent crime detection rate (%)	46.30	44.60	-3	50.44	11

* includes vehicle interference

Source: iQuanta March 2008

iQuanta crime data for Oldham BCU showing performance against peers and direction of travel – data to the end of January 2008

Force/BCU	All Crime	BCS Comparator	Domestic Burglary	Vehicle Crime (exc Veh Interference)	Robbery	Violent Crime
Oldham						

iQuanta sanction detections data for Oldham BCU showing performance against peers and direction of travel – data to the end of January 2008

Force/BCU	All Crime	BCS Comparator	Domestic Burglary	Vehicle Crime (exc Veh Interference)	Robbery	Violent Crime
Oldham						

Key to Performance Comparisons	
Across Time - Shape	Against Peers - Ladder
Clearly Improving	Better than
Clearly Deteriorating	In line with peers
Improving	Worse than
Deteriorating	
No apparent change	
Based on Significant Change	Based on last 3 months
Click on the ladder to view corresponding charts	

When comparing performance over time, the direction of travel is broadly in the right direction, i.e. with decreases in recorded crime and increases in sanction detection rates (with the exception of overall crime detection rates and violent crime detections). The BCU is however in the lowest quartile when compared against peers in six out of 10 areas. From the data, key performance issues are as follows:

- There have been double digit **reductions** in **recorded levels** of total crime (**11%**), burglary (**12%**), robbery (**17%**), violent crime (**19%**) and vehicle crime (**18%**).
- There has been a **39% increase** in burglary **detection rates**; **61% increase** in vehicle crime detection rates and a **15% increase** in robbery detection rates.
- Overall crime detection rate, levels of domestic burglary, robbery, vehicle crime and violent crime detection rates are significantly¹ less than the MSG mean.

¹ Unless specified, differences are not statistically significant (std. deviation from the mean).

5. Recommendations and Outcomes

Following the original inspection, Oldham division received four recommendations. The action taken and impact is detailed below.

Recommendation 1

That the Team Oldham concept is developed within the resource management element of the BCU business plan with clear goals, targets and lines of accountability to ensure a flexible and collaborative approach to intelligence-led deployment.

- This recommendation was focused on developing organisational culture and confident, capable leadership which promotes a flexible and collaborative approach to deployment and managing demand. There was a need for a clear understanding of responsibilities and for staff to be effectively held to account for delivery.
- The BCU needed to ensure that vision, values and standards were clearly understood and to work with the force to establish a level of leadership in the BCU capable of delivering improved performance.
- Members of staff needed to be clear about the concept of Team Oldham, and understand what it means to them.

At the time of the original inspection there was a lack of synergy between teams and departments, resulting in a disparate approach to the delivery of policing across the division. This was particularly evident when examining the way that calls for service and other demands were being managed. Whilst teams and individuals were working hard, the lack of a common approach was causing difficulties with response times, unresourced incident logs and staff responsibilities. The BCU Commander outlined her vision of Team Oldham which was being implemented across the division to address the situation, i.e. engendering a team approach and shared responsibility for performance and delivery.

Over the past 12 months, the term Team Oldham has become understood by staff as having implications on co-ordinating the various resources of the divisional policing services. There has been a drive to promote joint responsibility for divisional performance, supported by confident and enabled leaders. The message is constantly delivered from the top and has been conveyed through a series of briefings, roadshows and presentations. The team philosophy is carried through to the internal performance management process, where contribution towards divisional performance rather than individual targets is paramount. All internal documentation now carries the Team Oldham logo, supporting a philosophy which is generally well understood across the division. The philosophy was recently showcased in a divisional awards ceremony involving police officers, police staff and their families, local partners and members of the public.

To support the philosophy, considerable effort has been put into ensuring that those areas of policing under the greatest pressure are supported by improved working practices, new policies and procedures and physical assistance from staff from other functions. Non-operational staff are organised to assist operational officers where possible, by providing support on a rota basis for weekend street patrols and neighbourhood staff have clearer responsibility when it comes to assisting with call handling, incident resolution and action with positive line crimes and enquiries. Neighbourhood officers fill out a matrix on a monthly to basis to identify where abstractions have taken place and this is managed by the SMT. In recognition of their contribution to the team effort, neighbourhood staff have targets that better reflect their role and their contribution is being measured in ways other than sanction detection performance.

There is a better understanding among teams of roles and responsibilities in relation to call grading, and an improved infrastructure for managing demand, through the introduction of an IHU, comprising one sergeant and six PCs. The IHU deals with calls where police attendance is not required, providing timely advice and assistance and makes appointments to attend lower grade calls or liaise with local supervision to ensure a timely attendance by response officers. The improved method of local demand management by the IHU and local supervisors has resulted in the number of unresourced command and control logs (FWINs) being reduced compared to 12 months ago. Performance of demand management is constantly monitored and the subject is a standing agenda item at the daily tasking meeting.

A key element in the change to the organisational and performance culture of the division has been an investment in training and mentoring supervisors. Fourteen members of staff in Oldham division have been trained to provide mentoring support and every line manager is receiving training in leadership. Quarterly away days for divisional inspectors and police staff equivalents are held in Oldham division to improve staff understanding of how they can contribute to divisional priorities. At the most recent meeting in December 2007 staff from these different functional areas met to consider how they can contribute to the divisional business plan. The purpose of the meeting was to give managers a greater understanding and more clearer focus of the demands placed upon the division. A survey of staff in Oldham division will take place in May 2008 to provide a measure of progress against the baseline position.

As the team ethos has become more culturally embedded, demand on response teams has diminished, e.g. the number of calls attended and crimes carried by each response officer has decreased as a result of support from the neighbourhood teams and volume crime team. The Team Oldham philosophy and changed working practices are now bringing people together, with much better communication and interaction supported by a strong sense of belonging for most staff.

While there was acknowledgement from response constables that their workload and conditions have improved over the last year or so, there remains a feeling amongst these officers that they are still carrying the greater burden of work. It is acknowledged by the Divisional Commander that there is still some way to go to ensure that the improvements made over the past 12 months are reflected in the perceptions of all staff. However continued training, mentoring and developmental opportunities alongside improved working practices are expected to prove beneficial in this respect.

Recommendation 2

That the BCU uses the principles of Team Oldham as a platform for developing productive partnership arrangements that enhance intelligence-led collaboration between partners and communities within the crime and disorder and safer neighbourhoods' framework.

- This recommendation was about working towards cultural and leadership development among partners. It was aimed at more effective collaboration, productive working relationships and developing joint intelligence and performance management structures that are capable of delivering greater and improved benefits to communities.

The Local Area Agreement (LAA) has provided the impetus for development within Oldham's sustainable neighbourhoods framework, and has brought agencies together to work in collaboration for the common good of Oldham. Partnership tasking processes have been developed and since May 2007, they have been driven through the SNMG of the local

strategic partnership (LSP). Monthly meetings are held in two parts, commencing with a tactical meeting, enabling relevant issues to be referred for strategic resolution in the second part. While it is acknowledged that tasking is limited, there is evidence of upward referral from local practitioners (e.g. Operation Blizzard focusing on problems in Failsworth) and downward referral (e.g. a programme of beat sweeps and action to address problems connected with bridges over the A62).

Tactical action at a local level is carried out by area action teams (AATs), comprising police and practitioners from other agencies, who meet on a weekly basis to seek solutions to local problems. Multi-agency relationships at this level are strong and tasking processes are robust. NPTs are required to provide an overview of current activity against objectives within their local area at the SNMG, where additional funding or resources can be sought from the partnership to tackle specific problems (e.g. lighting for a skateboarding facility in a local park to provide diversionary activity for youths in the area).

The inspection team attended a meeting of the Oldham SNMG, and saw that rather than responding to individual requests, there was a tendency for the tactical group to try to provide support for the AATs or direct resources, based on limited data. Twice during the meeting, neighbourhood managers spoke up to identify how their AATs were addressing local problems and in one case there was a specific request that no additional resources were provided, to prevent compromising planned activity.

Whilst the SNMG provides opportunity to measure performance against strategic priorities and local objectives, neither part of the meeting attended by the inspection team addressed the issue in a thorough or meaningful way, nor were service deliverers (i.e. AATs) held to account. Much of the tactical meeting was devoted to the presentation of a problem profile for criminal damage which provided little, if any, additional information to develop a fresh understanding of local problems or identify new problem solving activity.

Apart from some common membership, there was no obvious link between the tactical and strategic elements of the meeting. Time constraints resulted in some important agency updates being deferred from the tactical to the strategic meeting, where it was agreed that the latter was the more appropriate place for the input. Whilst the meeting structure is convenient for elevation of tactical issues for strategic clarification or decision-making, such a process was not apparent at this meeting. Considering the amount of time given up by those attending both meetings for the benefits gained, the inspection team would question whether the strategic meeting needs to be held every month.

The joint tasking process is clearly in the early stages of development and there is evidence to show that the SNMG are looking at ways in which structures and processes can be developed to consistently drive partnership activity towards LAA targets and priorities. In March 2008, Oldham division's chief inspector (operations) was seconded to the LSP to review and develop partnership working, principally focusing on: partnership information collation and analysis; community safety unit processes; and support for the anti-social behaviour agenda.

In February 2008, a 'partnership in action' conference was held with a view to improving partnership problem-solving in Oldham. Over 200 people attended, including representatives of all safer neighbourhood teams, the hate crime management group and other agencies. Training provided during the morning prepared attendees to consider action to address 'live' problems during the afternoon session. The conference enabled a number of good working relationships to be established and attendees have developed a greater understanding of the support that other agencies can provide to address local problems as a result.

To manage internal tasking processes arising from the removal of the police-led 'tasking and co-ordinating group' meetings, a priority crime group with limited partnership representation has been set up. Weekly meetings fulfil specific tasking needs in relation to volume crime and are well regarded by attendees.

Recommendation 3

That the BCU continues to develop intelligence processes by ensuring that the purpose of the various functions and responsibility is clear, and by further improving accountability.

- The recommendation was aimed at establishing clarity of purpose for: critical incident management; performance review; proactive intelligence-led tasking; and effective task management. It is also focused on improving leadership and performance management.

Over the past 12 months there have been several internal and external reviews of the intelligence function commissioned by the SMT to establish improved working practices. A main finding of the reviews was that the wide remit of the operational performance unit (OPU) did not best focus staff towards its primary objective of developing intelligence. There was also a need to better align the administrative functions of the unit with the divisional administration section, whilst freeing analysts to concentrate on their role without being unduly distracted to produce statistics, charts and other data.

As a consequence the OPU has been divided into three distinct functions: intelligence unit, offender management unit and crime operations support, creating a greater sense of purpose and breaking down some of the barriers that existed between the OPU and other teams in the division.

Recognising the need to support neighbourhoods and the changing nature of priority crime types, the intelligence unit was reconfigured on a geographical basis, with dedicated local intelligence officers (LIOs) and field intelligence officers (FIOs). This has been well received across the division and improvements in the attitude towards intelligence development have led to increased submissions.

Partnership tasking in Oldham is now facilitated through the daily management meeting, weekly priority crime group and monthly SNMG. Since the SNMG has become established, the fortnightly tactical tasking and co-ordinating group (TTCG) meeting has evolved to focus on priority crime and has become established as the weekly priority crime group meeting. Although there is partnership representation at this meeting, it is principally about police tasking. This structure is further supported by less formal weekly neighbourhood meetings involving neighbourhood staff, intelligence unit staff and partners.

The daily tasking process is chaired by a member of the SMT and this meeting aims to address short term issues that may impact upon the planned direction of the division. The Monday daily tasking meeting draws in staff from all roles and functions across the division and addresses issues that have taken place over the weekend, whilst attendance on other days of the week are determined by the activity taking place. The daily tasking process has been extended to include the weekend.

The inspection team attended a Monday daily tasking meeting which they found to be well chaired with clear lines of accountability. The meeting was very tactical in nature and there was some question about the number of staff in attendance with apparently little involvement. However, staff involved in interviews and focus groups felt that the meeting

structure brought about a sense of purpose and was an opportunity outside the priority crime group to develop a clear understanding of the responsibilities of other teams. Whilst it is acknowledged that there is room for improvement with the daily tasking process, the division is still trying to establish some equilibrium as the partnership tasking process develops. In light of the identified need to develop a team approach, the current process is considered by the inspection team to be fit for purpose.

Staff reported that the effectiveness of the briefing environment for response officers at Oldham divisional headquarters is undermined by interruptions and distractions caused by other officers using telephones, radios, computers and printers simultaneously within the same room. There is evidence that the content of electronic briefings for response constables in Oldham division does not adequately prepare them for the risks and opportunities they may face during their tour of duty. It is acknowledged by the Divisional Commander that there is still some work required to make the electronic briefing system suitable to deliver bespoke briefings for response, neighbourhoods and other supporting teams and work is ongoing to address this issue. In the interim period an LIO or FIO attend shift briefings wherever possible to support teams and develop working relationships.

Recommendation 4

That the BCU adopts a proactive intelligence based approach to managing demand supported by analysis, in collaboration with the force operational communications branch.

- This recommendation was about extending intelligence and decision-making processes to demand management, enabling the BCU to deliver a quality service to communities. The BCU needed to work jointly with the operational communications branch (OCB), to develop analysis and decision-making processes for deploying resources to meet demand.

The availability of response officers for deployment to incidents has improved as a result of senior management intervention, including improved teamwork, changes to operational procedures and greater clarity for staff. Better training for supervisors has improved the way they manage their resources, whilst introduction of the IHU has allowed improved management of calls for service ensuring that they are appropriately resourced. There is now greater emphasis on team leaders effectively managing the demands on individual members of their team in the interests of improving response times and service to the public. As a result, outstanding FWINs have been reduced in Oldham division from some twenty pages at the time of the original inspection to a daily average of three to six pages.

Demand management now forms a standing item on the daily tasking meeting and resources will be directed to support response, investigation or neighbourhood policing as the need arises. To ensure continued support in this respect, the daily tasking process has been extended to cover weekends. The improved clarity of role and robust tasking has resulted in units from different disciplines routinely supporting their colleagues. Additionally, where police officers in support roles meet health and safety requirements for training and fitness, they support response and neighbourhood teams by providing late evening, weekend town centre patrols.

Response constables acknowledge that the open incident (IS) queue has reduced in Oldham division. As a result they are attending incidents more promptly and the quality of service to the public has greatly improved. They also acknowledge that they are carrying fewer crimes. While the evidence clearly shows that other teams in Oldham division are taking a greater share of the calls for service, response constables believe that they still

carry a heavy workload and their perception remains that they do not receive enough support, particularly from neighbourhood teams. In reality, the additional support has allowed response officers to deal with incidents more thoroughly and the shared workload has lightened the load and impacted positively upon customer service.

Whilst management of demand has clearly improved, there remain some problems with officers failing to notify the force operational communications room when they finish duty. Responsibility for overseeing the process lies with line supervisors. Processes exist to alert divisional managers with a view to correcting duty states and reinforcing the requirement for compliance with booking off procedures.

Senior managers at Oldham division and the force OCB have regular communication about the management of demand in the division. The OCB supplies divisions with problem profiles of repeat calls for service and Oldham division regularly receives a package of information for which action is initiated, usually independently of the daily tasking meetings. While there has been an increased focus on repeat calls and closer collaboration with partners to find solutions, there is no evidence that this intelligence-led approach to reducing demand is having a significant impact. Response constables in Oldham division do not have clear awareness of action being taken to address repeat calls for service, e.g. persistent vulnerable missing persons from local authority accommodation. The Divisional Commander may wish to explore the potential for response officers to identify repeat calls for service that may be suitable for alternative problem-solving, as an area for future development.

Over the last 12 months there has been a clear focus on volume crime, which has been borne out by results, particularly those achieved by the volume crime team and proactive unit. There has been an extension of activity to tackle offenders, such as interviewing prisoners about their offending history, applying to court for extensions to custody etc. Teams have performance meetings with the SMT on a five-weekly basis, where contribution towards divisional targets is robustly examined. The BCU Commander continually emphasises the point that delivery of performance is a team effort and that integrity is more important than meeting targets. Whilst performance continues to improve, the measurement of and response to performance figures is considered by staff to be utterly transparent

6. Summary and Conclusions

Oldham division has undergone a significant change over the past 12 months which has required a concerted effort across all areas of business. The Team Oldham branding has been popular with most members of staff and the philosophy has been cited continually throughout the follow-up visit by staff. There is a clear sense of belonging within the division and although it is not entirely culturally embedded, the change has been a catalyst for other improvements.

The local area agreement has provided impetus for development within Oldham's sustainable neighbourhoods framework and has brought agencies together to work in collaboration for the common good of Oldham. Partnership tasking in the town is now driven through a structured forum and whilst the SNMG is largely a work in progress, there are clear signs of development and processes are well supported by the police. This has allowed internal structures to concentrate on local targets. The ongoing development of internal intelligence processes and impending review of the partnership intelligence and tasking processes promise to deliver improved structures for delivery of a multi-agency approach to problems in the Oldham area.

Realignment of resources, changes in working practices and clear support provided by teams and individuals to manage demand has had a clear impact on performance. Open

incident (IS) queues are less than half the size that they were in 2006 and support for response teams has resulted in an improved service to the public. Response officers no longer find themselves needing to apologise for the delay when they arrive at an incident and this in turn ensures a better quality of service. Greater collaboration with force resources has created new ways of tackling problems

There are clear signs that the changes made over the past 12 months have brought about a significant improvement to the policing services delivered by the police in Oldham division. Whilst there is still some way to go when comparing the division to its most similar group, Her Majesty's Inspector is satisfied that sufficient action has been taken to address the recommendations made in the original inspection.

Acknowledgement

Her Majesty's Inspector would like to thank the Divisional Commander, divisional and headquarters staff, partners and stakeholders, for giving their valuable time to assist with the follow-up visit and wish them well in their pursuit of continuous improvement.

**Chief Superintendent Robin Trounson and Chief Inspector Tim Done,
Staff Officers to HM Inspector of Constabulary**

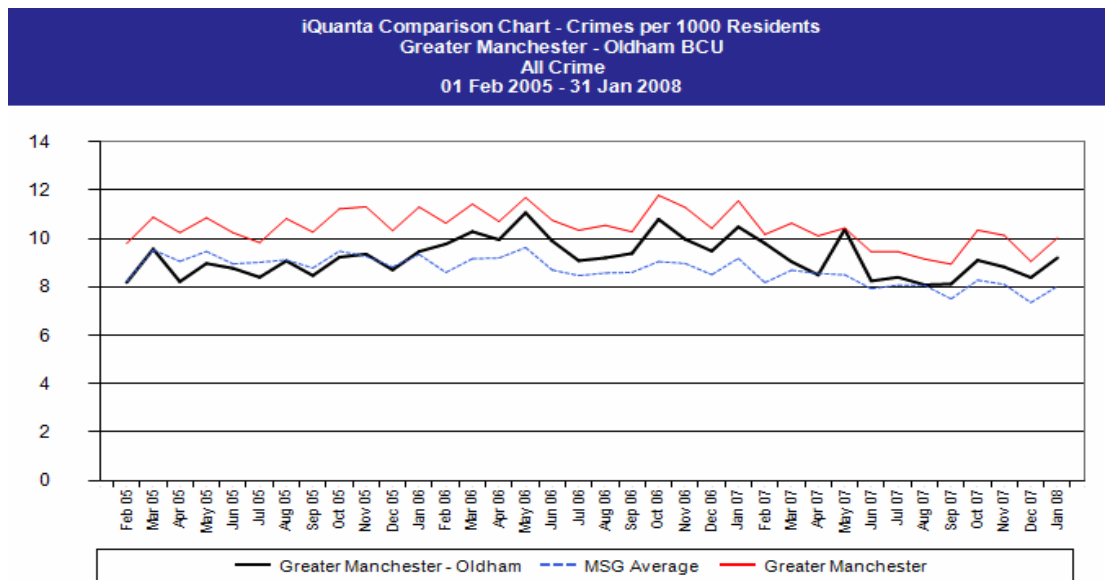
Appendix 1

Oldham BCU Most Similar Group of BCUs

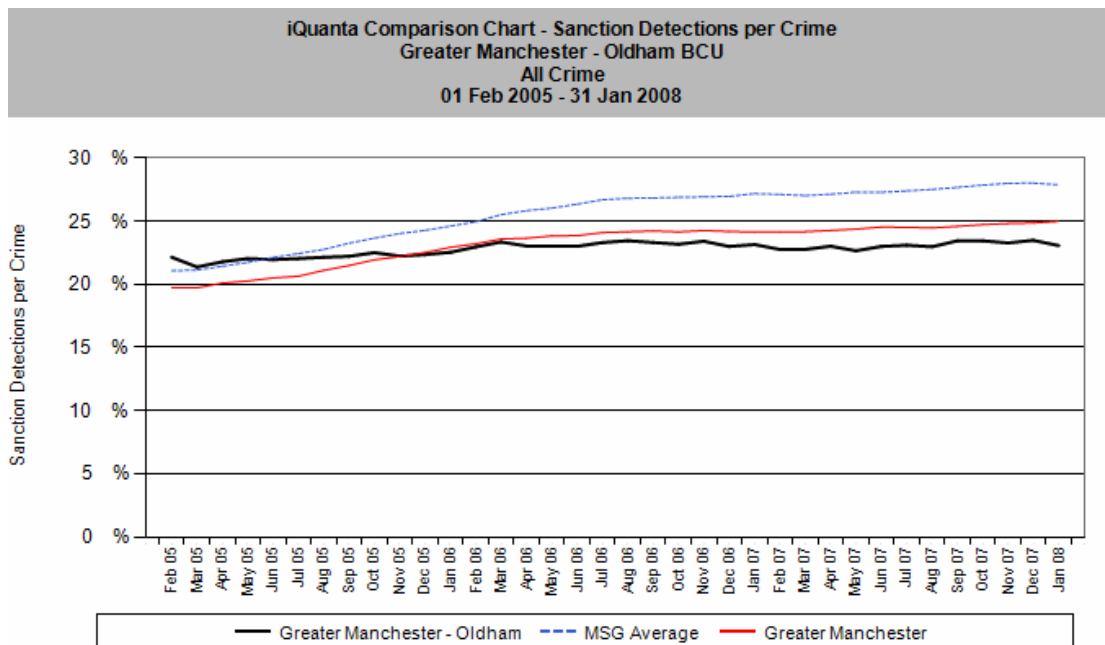
Greater Manchester - Oldham	
West Yorkshire - Calderdale	Greater Manchester - Wigan
Northumbria - Gateshead	Greater Manchester - Bury
Merseyside - St Helens	Greater Manchester - Bolton
Greater Manchester - Tameside	Greater Manchester - Rochdale
Essex - South Western	Cleveland - Hartlepool
Lancashire - Pennine	Cheshire - Northern
Gwent - Newport	Lancashire - Eastern

Appendix 2 Total Crime

For the year 1 February 2007 to 31 January 2008 Oldham has seen an **11% reduction** in recorded crime to 106.11 crimes per thousand population when compared to the preceding period. This downward trend is projected to continue². This compares to an MSG average of 97.28, ranking the BCU **12th out of 15**:



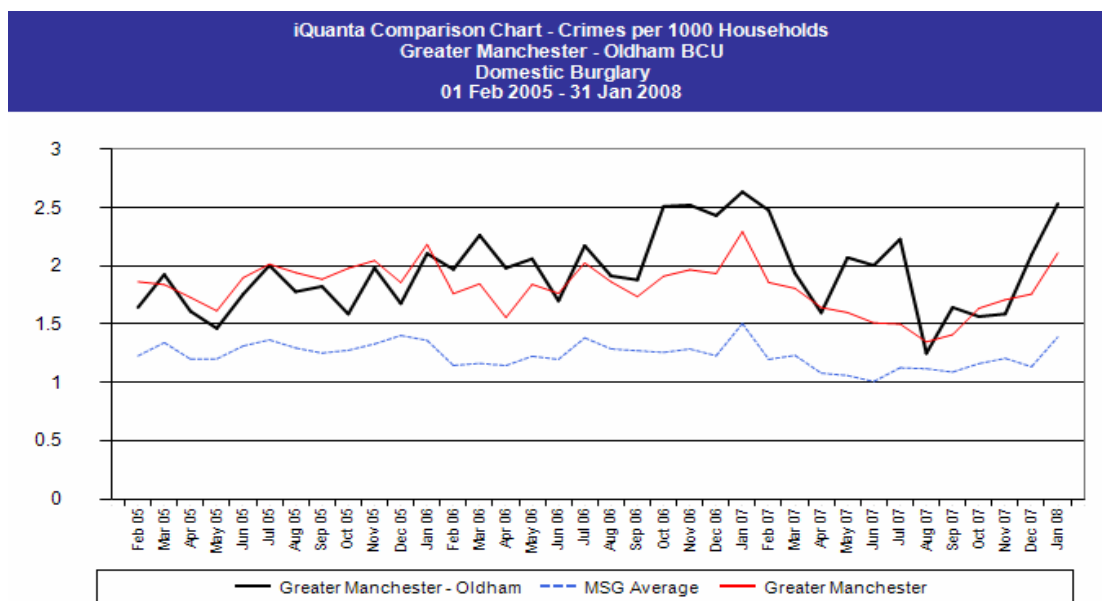
Detection rates have been **static** at 23.1% over the same period, significantly lower than the MSG average of 27.88. The projected trend shows the sanction detection rate continuing to decrease (see footnote 2). At present, Oldham is ranked **14th out of 15** in its Most Similar Group:



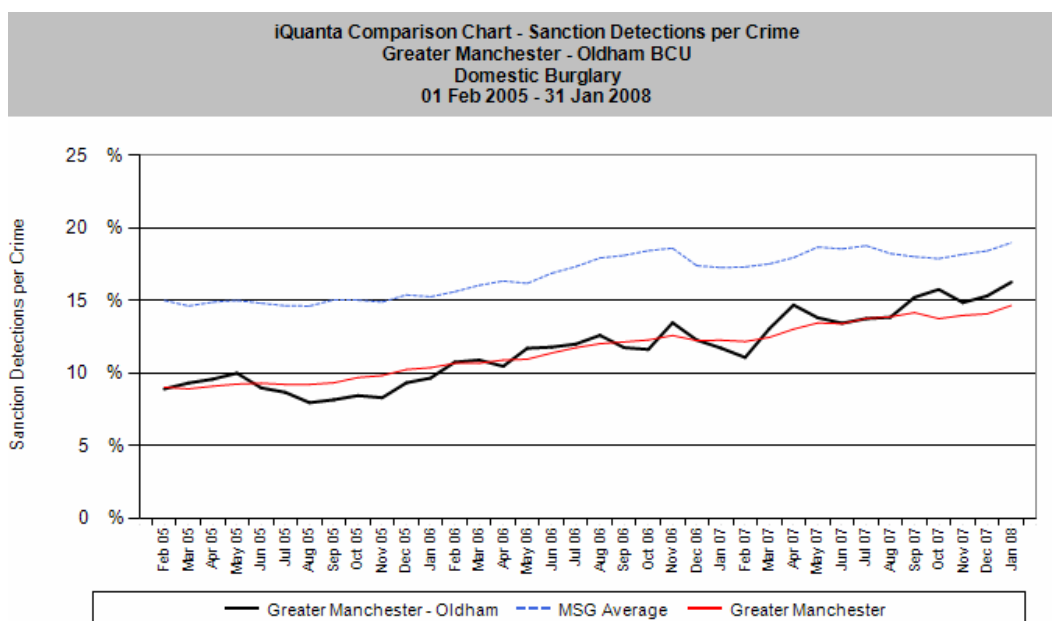
² iQuanta plots trend charts using rolling four quarter totals to take seasonality into account. 3, 6 and 12 month data points are used. Unless specified, positive or negative trends are projected using all three levels.

Appendix 3 Domestic Burglary

The period 1 February 2007 to 31 January 2008 saw a **12% reduction** in recorded levels of domestic burglary in Oldham to 22.98 per 1,000 households when compared to the previous year. Despite this, Oldham's level of domestic burglary is still significantly higher than its MSG average of 13.80, and is currently ranked **15th out of 15** in its Most Similar Group of BCUs. Projections indicate this decline in the number of burglaries will continue:

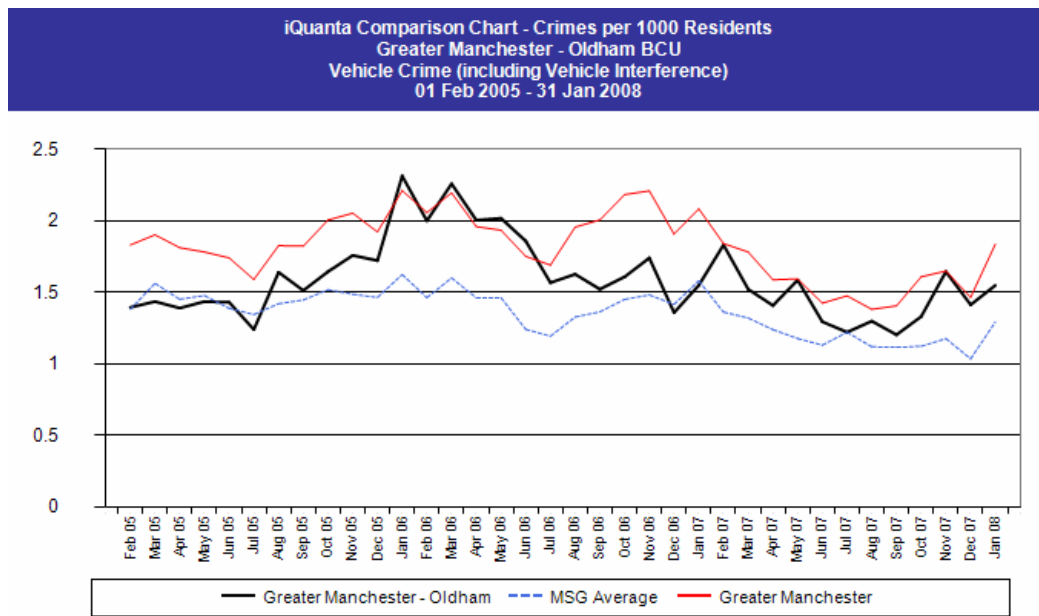


Over the year February 2007 to January 2008 inclusive Oldham **increased** its sanction detection rate in respect of domestic burglaries by **39%** on the previous year. The current detection rate of **16.30%** compares to the current MSG average of 18.98% ranking Oldham **11th out of 15**. Detection rates have risen steadily since January 2006 when they were approximately 10%. Rates are projected to rise, except when using six data points in which case the detection rate is projected to reduce slightly:

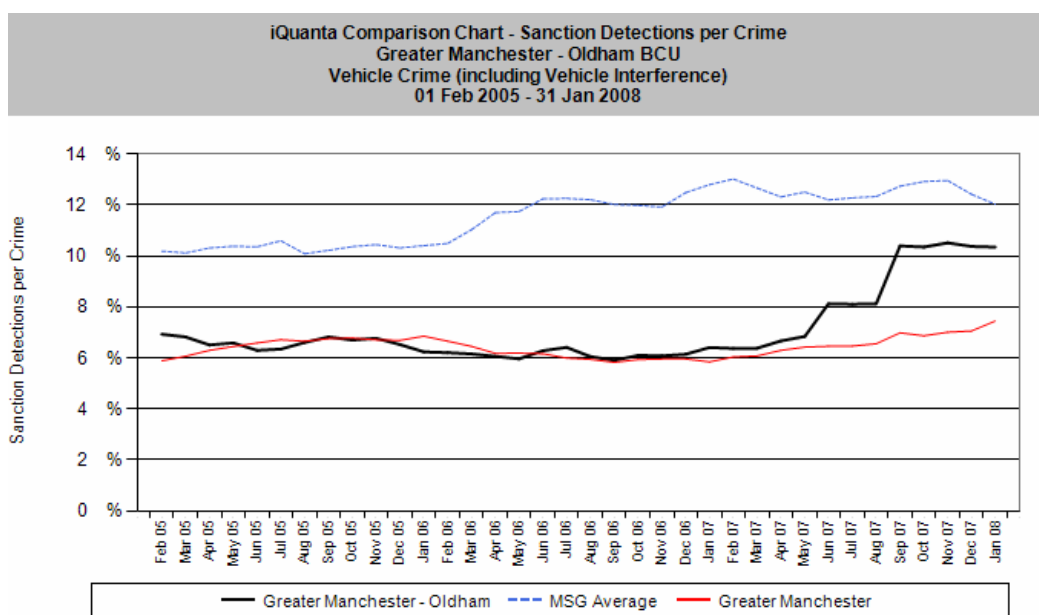


Appendix 4 Vehicle Crime

Vehicle crime **reduced by 18%** over the period February 2006 to January 2008 inclusive when compared to the previous year. Nevertheless Oldham is still ranked **12th out of 15** against its MSG. With a crime rate of 17.29 per 1,000 population this is significantly higher than the MSG mean of 14.30. If vehicle interference is excluded, Oldham is ranked 11th out of 15. Crime rates are still significantly higher than the MSG mean:

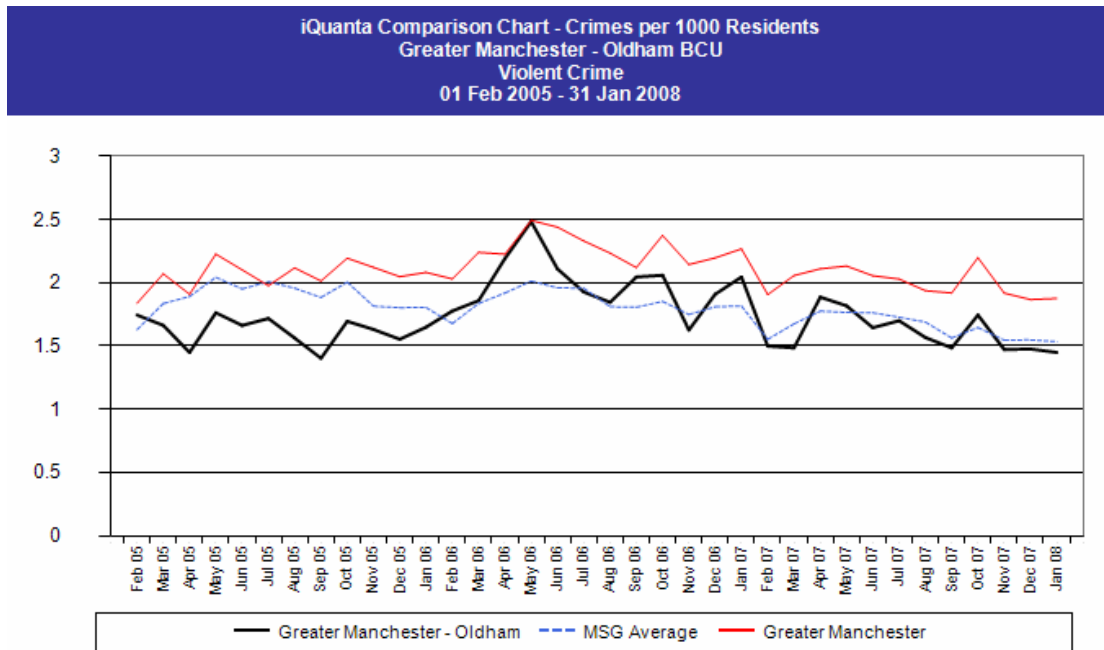


The period under consideration saw a **61%** increase in the sanction detection rate for vehicle crime, to 10.40%. This places Oldham 10th out of 15, against an MSG mean of 12.03. A step-change in performance is exhibited since March 2007. Using the last 6 and 12 data points Oldham's vehicle crime detection rate is projected to increase and converge with the MSG mean. There was some decline over the Christmas and New Year period hence using the less robust measure of 3 data points somewhat skews these projected increases:

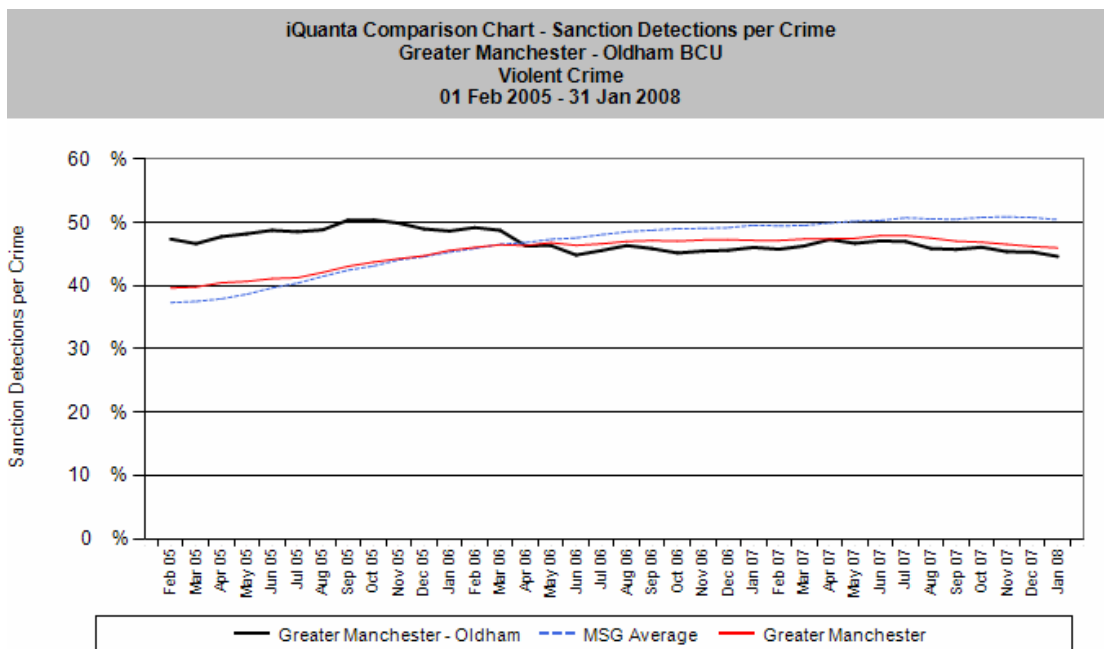


Appendix 5 Violent Crime

Oldham's current performance is slightly better than the MSG mean of 19.78 crimes per 1,000, placing it **7th out of 15**. The period under review saw a **19% reduction** in violent crime to 19.22 per 1,000. Violent crime has steadily declined since April 2007, albeit with a spike in October, shadowing comparable reductions amongst peers. **Violent crime in Oldham is now the lowest it has been since September 2005:**

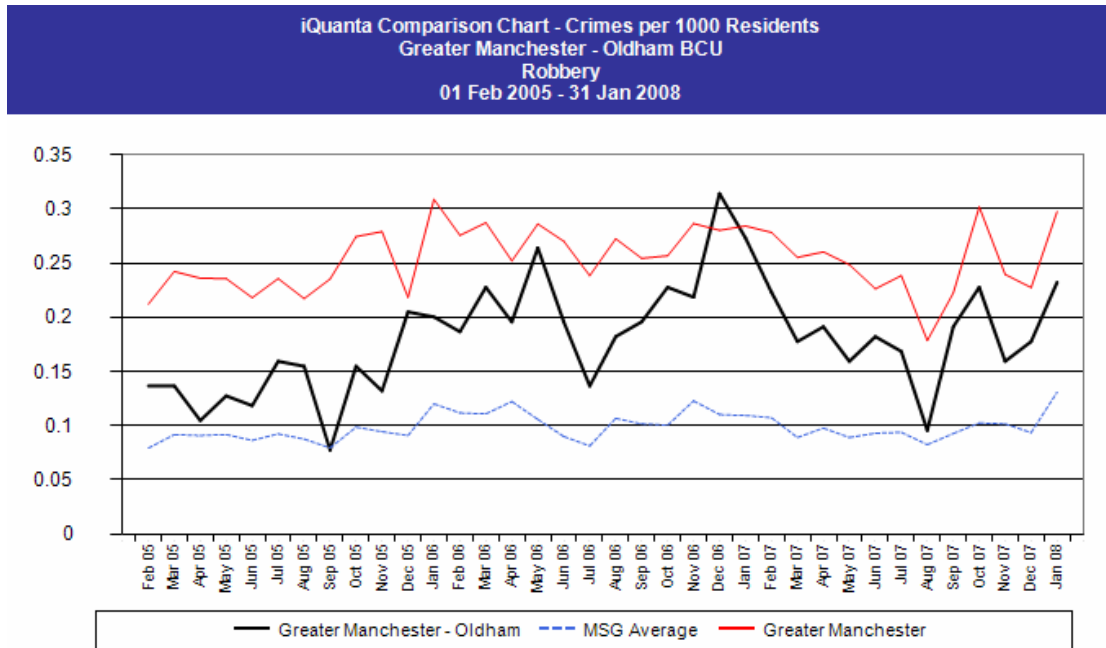


However, there has been some drop-off in detection rates, with a slight 3% reduction over the periods under consideration. Oldham is ranked **11th out of 15** in its Most Similar Group, its detection rates significantly lower than the mean. The current detection rate of 44.60% compares to the MSG mean of 50.44% and the two have steadily diverged since April 2007:

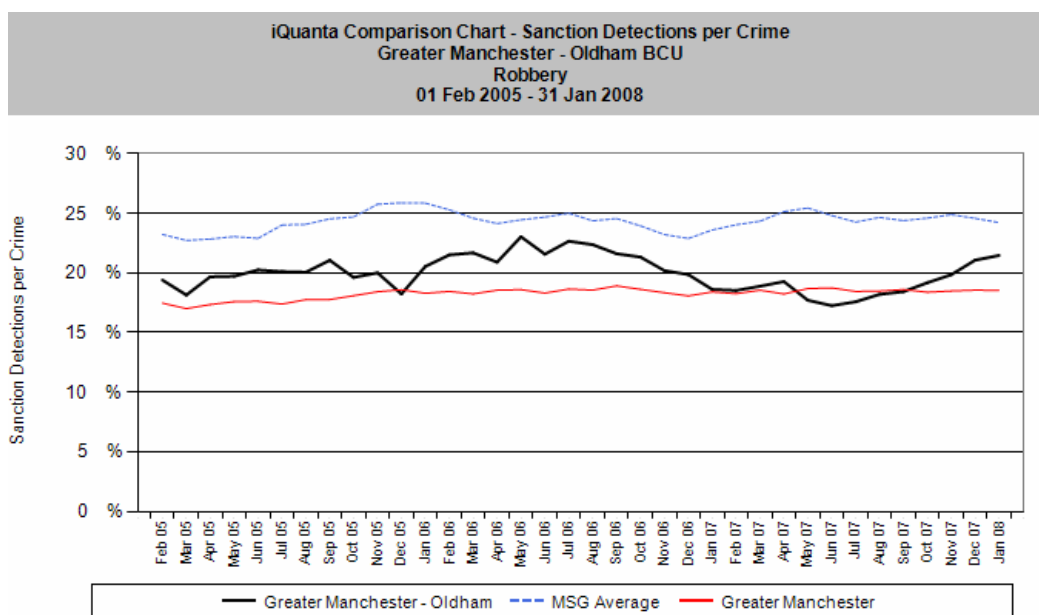


Appendix 6 Robbery

Again, recorded levels of crime have fallen in the BCU over the periods under review, by **17%** but Oldham's robbery figures are still significantly higher than the mean and it is ranked **13th out of 15**. Rates have been highly volatile over the last three years as shown in the chart below. The current rate is the highest it has been since February 2007 but if current performance continues this downward trend is projected to continue:



Current detection rates now match those achieved in October 2006, when they began to significantly diverge from the mean, but have been steadily increasing since June 2007 and this direction of travel is projected to continue based on the last six months of data. The period under review has seen a **15% increase**. Oldham is ranked **12th out of 15** with a current detection rate for robbery of 21.50% against a mean of 24.22%:



Appendix 7 Other Crime Types

The headline crime types considered above understandably receive a considerable amount of policing effort and external attention. However, there is validity in considering performance across a range of other crime types. The reason for this is two-fold. Firstly, a basket of crimes (damage in all its forms for example) seems to have a reasonable 'fit' with crime and disorder issues increasingly being brought within the remit of Neighbourhood Policing Teams. So-called 'signal crime' theory can be summarised as follows:

- Some crimes and disorders act as warning signals to people about their exposure to risk
- These signals impact on the public's sense of security
- They cause people to change their beliefs and / or behaviours to adjust to the perceived risk
- The perspective gives an opportunity to target those problems that matter most to the public

Secondly, a review of other crime types such as theft from the person, damage to motor vehicle, damage to dwelling, theft in dwelling and non-domestic burglary (burglary 'other') may give some insights into performance and crime recording practices in other areas (for example robbery, theft from motor vehicle and burglary dwelling).

For these reasons the following table, using iQuanta data from March 2008, is offered up to provide some contextual information on how the BCU is performing over and above headline crime and detection data. The BCUs current performance, the percentage change between the current and the preceding period (1 February 2007 to 31 January 2008 compared to the previous year) together with the BCUs ranked position are shown:

OFFENCE	CURRENT PERFORMANCE (PER 1,000 RESIDENTS)	% CHANGE	MSG RANKED POSITION (OUT OF 15)
Criminal Damage*	26.75	-12	13 [^]
Arson	1.18	+7	12 [^]
Damage to Dwelling	7.70	-13	12
Damage to other Building	3.17	-11	10
Damage to Motor Vehicle	10.82	-14	13 [^]
Other damage	3.96	-11	14 [^]
Non-domestic burglary	7.88	-3	12 [^]
Theft in Dwelling	2.13	-19	6
Theft from Person	1.35	+5	12

* Excluding threats to damage & possession of articles with intent

[^] Shows where performance is *significantly* lower than MSG mean

There has been a sustained reduction in crime levels in all but two categories (arson and theft from person). However, Oldham is in the fourth quartile when compared to peers in 7 out of 9 categories. Its highest MSG ranking is 6th out of 15 in respect of theft in dwelling. Performance is significantly lower than the MSG mean in five areas – criminal damage, arson, damage to motor vehicle, other damage and non-domestic burglary.