

Her Majesty's Inspectorate of Constabulary



Baseline Assessment Leicestershire Constabulary

October 2005

*Leicestershire Constabulary – Baseline Assessment
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Contents

Introduction to Baseline Assessment

Force Overview and Context

Findings

Summary of Judgements

1 Citizen Focus (Domain A)

Fairness and Equality
Neighbourhood Policing and Community Engagement
Customer Service and Accessibility
Professional Standards

2 Reducing Crime (Domain 1)

Reducing Hate Crime and Crimes against Vulnerable Victims
Volume Crime Reduction
Working with Partners to Reduce Crime

3 Investigating Crime (Domain 2)

Investigating Major and Serious Crime
Tackling Level 2 Criminality
Investigating Hate Crime and Crimes against Vulnerable Victims
Volume Crime Investigation
Forensic Management
Criminal Justice Processes

4 Promoting Safety (Domain 3)

Reassurance
Reducing Anti-Social Behaviour and Promoting Public Safety

5 Providing Assistance (Domain 4)

Call Management
Providing Specialist Operational Support
Roads Policing

6 Resource Use (Domain B)

Human Resource Management
Training and Development
Race and Diversity
Resource Management
Science and Technology Management
National Intelligence Model

7 Leadership and Direction

Leadership
Strategic Management
Performance Management and Continuous Improvement

Appendix 1 Performance Tables

Appendix 2 Glossary

Introduction to Baseline Assessment

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

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

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

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

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

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

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

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

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

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

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

The Future Development and Application of Baseline Assessment

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

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

Conclusion

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

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

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

*Leicestershire Constabulary – Baseline Assessment
October 2005*

| Baseline Assessment 2005 Frameworks | | | |
|---|--|--|---|
| 1 Citizen Focus (PPAF domain A) | | | |
| 1A Fairness and Equality <ul style="list-style-type: none"> Equality of service delivery Community cohesion Engaging with minority groups | 1B Neighbourhood Policing and Community Engagement <ul style="list-style-type: none"> Effective mechanisms for obtaining community views Responding to local priorities Effective interventions and problem solving with partners and communities Community involvement with police | 1C Customer Service and Accessibility <ul style="list-style-type: none"> Quality of service to victims and witnesses Customer care Responding to customer needs Accessibility of policing services | 1D Professional Standards <ul style="list-style-type: none"> Investigation of public complaints Improving professional standards Combating corruption and promoting ethical behaviour Reducing complaints and learning lessons |
| 2 Reducing Crime (PPAF domain 1) | | | |
| 2A Reducing Hate Crime and Crimes against Vulnerable Victims <ul style="list-style-type: none"> Partnerships on child protection, reducing race crime, domestic violence (DV) and homophobic crime Performance in reducing these crimes Multi-agency police protection arrangements (MAPPA) and sex offenders | 2B Volume Crime Reduction <ul style="list-style-type: none"> Crime strategy Performance in reducing volume crime Problem solving National Crime Recording Standard (NCRS) compliance | 2C Working with Partners to Reduce Crime <ul style="list-style-type: none"> Basic command unit (BCU) support for crime and disorder reduction partnerships (CDRPs) Drugs prevention/harm reduction CDRP crime reduction performance | |
| 3 Investigating Crime (PPAF domain 2) | | | |
| 3A Investigating Major and Serious Crime <ul style="list-style-type: none"> Detection rates for murder, rape and other serious crime Integration with overall crime strategy Compliance with Association of Chief Police Officers (ACPO) murder manual Early identification of critical incidents that may escalate into major inquiries | 3B Tackling Level 2 Criminality <ul style="list-style-type: none"> Crime that crosses BCU and/or force boundaries Support for regional intelligence and operations Asset recovery (Proceeds of Crime Act (POCA)) Effective targeted operations Quality packages to National Criminal Intelligence Service (NCIS) | 3C Investigating Hate Crime and Crimes against Vulnerable Victims <ul style="list-style-type: none"> Investigation/detection of child abuse, race crime, DV and homophobic crime Integration with overall crime strategy Joint training (eg with social workers) and investigation | |
| 3D Volume Crime Investigation <ul style="list-style-type: none"> Crime strategy Crime recording Investigative skills, eg interviewing Automatic number plate recognition (ANPR) Detection performance | 3E Forensic Management <ul style="list-style-type: none"> Specialist scientific support Use of National Automated Fingerprint Identification System (NAFIS), DNA, etc Integrated management of processes Performance in forensic identification and detection | 3F Criminal Justice Processes <ul style="list-style-type: none"> Quality and timeliness of case files Custody management/prisoner handling Youth justice Police National Computer (PNC) compliance | |

| | | |
|---|---|--|
| 4 Promoting Safety (PPAF domain 3) | | |
| 4A Reassurance <ul style="list-style-type: none"> Operational activity to reassure communities Use of media to market success Uniformed patrol and visibility Extended police family Performance in reducing fear of crime | 4B Reducing Anti-Social Behaviour (ASB) and Promoting Public Safety <ul style="list-style-type: none"> Non-crime activities of CDRPs and other partnerships Use of ASB legislation, tools, etc Road safety partnerships Emergency planning | |
| 5 Providing Assistance (PPAF domain 4) | | |
| 5A Call Management <ul style="list-style-type: none"> All aspects of call handling and call management Initial incident response Early identification of critical incidents Performance in answering and responding to public calls | 5B Providing Specialist Operational Support <ul style="list-style-type: none"> Management of central operational support Police use of firearms Capability for policing major events/incidents | 5C Roads Policing <ul style="list-style-type: none"> Effectiveness of arrangements for roads policing Integration/support for other operational activity |
| 6 Resource Use (PPAF domain B) | | |
| 6A Human Resource (HR) Management <ul style="list-style-type: none"> HR strategy and costed plan Key HR issues not covered in 6B or 6C Health and safety Performance in key HR indicators | 6B Training and Development <ul style="list-style-type: none"> Costed training strategy and delivery plan Key training and development issues | 6C Race and Diversity <ul style="list-style-type: none"> Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability Performance in meeting key targets |
| 6D Resource Management <ul style="list-style-type: none"> Resource availability Effective use of resources to support front-line activity Devolved budgets Finance, estates, procurement and fleet management functions | 6E Science and Technology Management <ul style="list-style-type: none"> Information systems/information technology (IS/IT) strategy and its implementation Programme and project management Customer service Adequacy of key systems Business continuity/disaster recovery | 6F National Intelligence Model (NIM) <ul style="list-style-type: none"> Extent to which structures, processes and products meet NIM standards Integration of NIM with force planning and performance management Use of community intelligence Application of NIM to non-crime areas |
| 7 Leadership and Direction | | |
| 7A Leadership <ul style="list-style-type: none"> Extent to which the chief officer team is visible and dynamic, sets and upholds a vision, values and standards, promotes a learning culture, and sustains a well-motivated workforce Effectiveness of succession planning Promotion of corporacy | 7B Strategic Management <ul style="list-style-type: none"> Integrated strategic planning framework External communication/consultation Relationship with local police authority (PA) Police reform implementation Internal communication/consultation Programme and project management Management of reputation/public expectations | 7C Performance Management and Continuous Improvement <ul style="list-style-type: none"> Effective performance management structures and processes at all levels Quality and timeliness of performance/management information Internal inspection/audit/quality assurance (QA) systems Effectiveness of joint force/PA best value reviews (BVRs) |

Force Overview and Context

Leicestershire is a mid-sized county in the East Midlands, with a population of just under a million. Local government is administered through Leicestershire County Council along with the two unitary authorities of Rutland County Council and Leicester City Council. There are also seven district or borough councils.

The county's economy is varied, with manufacturing and wholesale/retail trade accounting for about 40% of jobs. Other significant employment includes business activities and the public service sector. Unemployment is higher than the regional and national average in the city while the county has lower than average levels. Leicestershire has good transport links, is connected to the motorway network, London is just over an hour away by train and Nottingham East Midlands Airport (which is in Leicestershire) services European and worldwide destinations. More than 30 million tourists visit the city and county annually. The principal conurbation is Leicester, where more than a third of the population is from the black and minority ethnic community. In total, more than a quarter of the city's population is of Asian/British Asian origin, the largest such community in England and Wales. Leicester was ranked in the bottom 10% of the Government Index of Local Deprivation. By contrast, Rutland has a large number of very small settlements and low population density and a high standard of living, although access to services has been categorised as poor. The growth in organised crime and volume crime such as violence, particularly within Leicester city, coupled with significant rural issues across the county, means that the force faces considerable pressures in delivering its policing service.

The executive team is based at headquarters (HQ), located on the outskirts of Leicester. The team comprises the Chief Constable, the deputy chief constable (DCC), the assistant chief constable (ACC) (crime), the ACC (operations) and directors of finance and human resources. The Chief Constable, Matt Baggott, has been in post for two-and-a-half years. The ACC (crime) was appointed in 2005, the remaining chief officer team has been in post for some time. The chair of the police authority has held office for nine years and both he and the Chief Constable consider that they have established an effective working relationship.

In terms of resources, as of 31 May 2005, Leicestershire Constabulary comprised 2,299 police officers, 173 special constables and 165 community volunteers. The total number of police staff, 1,259, includes 105 police community support officers (PCSOs) that Leicestershire Constabulary has recruited and trained, having taken positive action to extend the police family through opportunities created by the Police Reform Act 2002. In 2005/06 the annual budget was set at £146,275,519, an increase of 5.8% (£8 million) from the previous year.

The force has four distinct basic command units (BCUs), areas, which provide local operational policing. Each area, led by a chief superintendent, is sub-divided into a number of local policing units that act as geographic bases from which operational officers are deployed to deliver an effective policing service to their communities.

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

1 Citizen Focus (Domain A)

Leicestershire Constabulary is committed to delivering services to the community in a fair and equal manner. The Chief Constable personally drives the diversity agenda forward, with significant specialist resources being employed to ensure the force delivers in this important area. The force has also demonstrated commitment to neighbourhood policing through its involvement in the National Reassurance Programme, the key findings of which have been used to inform a pilot Neighbourhood Policing Project at Coalville. This scheme is proving successful and full implementation across the force area is planned by January 2006.

Customer service is clearly high on the agenda, with satisfaction among victims of racist incidents, road collisions, domestic burglary, vehicle crime and violent crime higher in Leicestershire than the most similar force (MSF) or national average. Despite this, however, the force recognises that more can be done to provide feedback to victims and witnesses and to strengthen customer relationships generally; the appointment of a customer services manager and the development of work through the Getting Personal programme will undoubtedly assist in moving this work forward.

1A Fairness and Equality

Good

Strengths

- The percentage of victims of racist incidents satisfied with the overall service provided was over 80% for 2004/05; significantly better than the MSF average of 73% and also the national average. For the same year, the percentage of users from black and minority ethnic groups who were satisfied with the overall service the force provided was 77.1%, again better than MSF and national averages.
- The Chief Constable commits significant personal energy and influence in steering and promoting the diversity agenda within the force. He holds the lead within the organisation by personally driving these issues through the strategic equality and confidence board, which encompasses the six strands of diversity. Both the Chief Constable and force diversity manager have been heavily involved with the Commission for Racial Equality (CRE) in developing the diversity agenda at a national level. The chief officer group provides a clear, consistent message in relation to diversity.
- A comprehensive diversity manual has been published and is easily accessible to staff; this outlines the organisation's clear commitment to diversity issues. It includes policy and guidance on employment, standards of behaviour, service delivery, harassment and bullying.
- The force has provided significant specialist resources in order to ensure that it delivers on diversity. These include a qualified diversity manager, a Diversity Project co-ordinator, diversity administration assistant and a full-time Black Police Association co-ordinator. A race equality scheme co-ordinator is in the process of being recruited. This team provides a knowledgeable co-ordinating role and ensures that key national recommendations are implemented.
- There is extensive monitoring of diversity issues, including the force being a national pilot for the monitoring of sexual orientation (which was recently included in the staff perception survey). The force is also mapping its diversity progress using the Audit Commission's Journey for Race. This monitoring is used to develop better understanding of the workforce and inform the Race Equality Scheme and

developmental action plans.

- Diversity trainers carry out extensive research with diverse local communities; this enables experiential learning to be incorporated into the diversity training, which has been very well received by those staff trained. The force does, however, need to ensure that all staff receive this training at the earliest opportunity.
- The policy advisory group into racial incidents (PAGRI) and the council of faith groups are well established and provide strong community links for race and religion issues.
- The force produces posters in different languages on an occasional basis, as and when the need arises, eg to publicise help lines in relation to potential Islamophobia, coinciding with recent high profile terrorism trials.
- Senior managers have a diversity objective within their personal development review (PDR) and during 2005/06 it will be included in the PDR of all staff.
- There is a very positive feeling from front-line staff, who feel confident that inappropriate language and behaviour is not tolerated within the organisation and is robustly challenged and dealt with accordingly.
- There is clear evidence of impact assessments being carried out. The results of these have been used to influence not just operational plans, but also organisational issues such as revising probationer recruitment and management policy.
- The use of stop and search powers is closely monitored. The National Stop Search Action Team recently conducted an independent audit and identified the force as having good practice in relation to their justifiable and proportionate use of these powers.
- Accessibility to services for people with disabilities has been improved by the introduction of induction loops, to assist people with hearing difficulties, and customer care kits, comprising wide-gripped pens, magnifying aids, portable amplifying kits, etc. Both these aids are available at front enquiry desks.

Areas for Improvement

- While the force has previously recognised the need to develop a community cohesion strategy, it has not yet done so. There are currently no plans to develop such a strategy.
- The strategic equality and confidence board was set up last year to replace the diversity board. However, due to the significant national commitments of the Chief Constable and the force diversity manager, a number of meetings have had to be cancelled; this has caused concern among some members of the board. Better communication of the reasons for cancellation would allay these concerns.
- There is currently no independent advisory group (IAG) covering disability. This is an issue recognised by the force and it intends to rectify this at the earliest opportunity.

1B Neighbourhood Policing and Community Engagement

Good

Stable

Strengths

- The proportion of people who think the police do a good job has risen to 53.3% for the year 2004/05, which is significantly better than both the MSF and national averages.
- The community safety programme board (CSPB) chaired by the Chief Constable provides a good structure to manage and monitor organisational performance and development, including neighbourhood policing and community engagement. Key partners are involved at programme and project board level, ensuring greater clarity, involvement, measurement and understanding across the partner agencies.
- The CSPB develops a partnership strategic assessment and subsequent control strategy every six months. The performance, priorities and resourcing delivery group meet on a four-weekly basis for tasking and co-ordination purposes. The force community safety bureau (CSB) ensures that this process informs area strategic assessments and tasking and co-ordinating meetings. Central area is currently piloting a community information gathering process, which involves the tasking of principal beat officers (PBOs) on a four-weekly basis with collecting community information for inclusion in the area National Intelligence Model (NIM) process.
- The force was part of the national reassurance programme, with a pilot site at New Parks local policing unit. The key findings from this demonstration project have been used to develop reassurance policing with partners, agencies and community groups, as well as to inform the force Neighbourhood Policing Project.
- The ACC (operations) is championing the force Neighbourhood Policing Project, currently being piloted at Coalville and programmed for full implementation by January 2006. This project provides a clear definition of neighbourhood policing, with PBOs and PCSOs being deployed in distinct and dedicated teams on beats, these resources being allocated according to intelligence-informed demand. With reduced abstractions and closer scrutiny of performance, the early indications are encouraging.
- There is a clear focus on engaging with the community at area level and this is articulated clearly in area and crime and disorder reduction partnership (CDRP) plans. This includes the development of patrol and deployment templates based on need and engaging with external partners, parish councils, the press and local communities. This includes not only consulting on priorities to inform policing objectives, but also feeding back the results.
- The force is committed to increasing public confidence through the extended police family and currently has 82 PCSOs, of which 55 are Home Office funded, the remainder being funded from other sources. Funding has also been approved for a further 28 PCSOs to be employed. Special constables are used to further improve public reassurance, in particular through high visibility evening patrols in town centres.

- The force has developed a concept called Patch Walk, this being a structured walk through a neighbourhood, with multi-agency partners, with a view to identifying and remedying quality-of-life issues, eg graffiti, damage. The walks can be captured on video, so that improvements can be shown at public meetings. This and other initiatives such as Have-a-say days and street briefings, help to inform local objectives and further enhance community engagement and public confidence.
- In Central area, PBOs and PCSOs attend mosques and work with families from diverse communities. This enables more effective integration into the community and a greater understanding of issues affecting people from different cultural backgrounds.
- Front-line officers were acutely aware of the importance of gathering community information and intelligence to identify any tension at an early stage. This is regularly reviewed and preventative activity put in place to prevent escalation or reduce the impact, such as the recent example following the death of a member of the travelling community.

Areas for Improvement

- While a consultation and engagement framework exists, there is recognition that there is room for improvement in this area. The force is intent on reviewing this and is already developing links with key individuals in the community (key individual networks). These networks are used to provide regular feedback on public satisfaction.
- While user satisfaction and fear of crime data is already extensively used across the force down to local policing unit level, the force wishes to enhance the performance regime in relation to reassurance and public confidence. It is currently exploring ways of providing localised, qualitative reassurance data in order to achieve this.
- Feedback from some PCSOs is that they do not feel an integral part of the force. In particular, the fact that they are not on the corporate shift pattern does not encourage relationship building with colleagues and supervisors.
- Ringmaster, the automated cascading system for Neighbourhood Watch, has been withdrawn from use. Unfortunately, implementation of the replacement system has been delayed due to technical difficulties.
- The force has acknowledged that having PBOs aligned to response shifts has lead to a significant abstraction rate, as they are frequently used to provide resilience to the shifts. The Neighbourhood Policing Project aims to address this and the force must ensure there is a robust system for monitoring their activity and minimising abstractions.

1C Customer Service and Accessibility

| | |
|------|--------|
| Good | Stable |
|------|--------|

Strengths

- The proportion of victims of road collisions, domestic burglary, vehicle and violent crime who were satisfied with both their contact with the police and action taken, is higher than both the MSF average and the national average. This was also the case for victims of racist incidents.
- The three-year strategic plan and the one-year local policing plan both articulate a clear citizen-focused approach. These are further supported by the Getting Personal programme. The force has an implementation plan in place to deliver their commitment and while they are in the process of drawing up the minimum standards, they already communicate their values through the *In Touch* force newspaper and the externally distributed *Your Police* newspaper.
- Service Delivery Standards have operated throughout the force since 2000, setting out the minimum level of service that the public can expect to receive in a number of areas. The standards are monitored and evaluated through a series of audits and surveys. For example for burglary dwelling incidents the reporting officer is required to provide, and go through, the force Pack with the victim, refer any issues regarding repeat victimisation and complete a home security check. These standards are monitored and evaluated through the public satisfaction surveys and burglary dwelling audit. Similar standards exist for other crimes such as racial incidents.
- The force has extended satisfaction surveys to include other areas of activity, such as assessing any change brought about by the introduction of the CSB and the service provided by the scientific support department. These have been carried out to enable greater understanding by specialist units of their contribution to force priorities.
- There is a structured programme for surveys and quality of service standards and customer satisfaction data is broken down to local policing unit level and discussed at the reassurance programme board. This information identifies critical points in the customer contact process, which informs future work planned within the Getting Personal programme.
- The performance review unit disseminates public satisfaction data to areas via e-mail. This is also available on the intranet and is discussed at management meetings on some areas. This shows a commitment to the improvement of customer service. The force intends to further develop and integrate public satisfaction measures at relevant meetings across the force area.
- A customer services manager has been appointed, with a view to driving through the business process changes needed to support a customer-focused approach to all activities.
- The force estate strategy (currently under review) provides immediate and longer term plans to provide appropriate community access to local policing services.
- The results of a survey of enquiry desk users have been incorporated into a training programme for enquiry desk staff.

*Leicestershire Constabulary – Baseline Assessment
October 2005*

- In order to promote accessibility, the force publicises its website address on all marked police vehicles.
- PCSOs in Central area have produced an information sheet that explains their role and provides contact details. This is handed out to businesses and members of the local community on their beat.

Areas for Improvement

- The force is continually looking for opportunities to strengthen community relationships and has identified that more can be done with surveys to understand the needs of, and test the services provided to, the public. The development of this work through the Getting Personal programme and customer service manager will influence future policies and service standards.
- The provision of feedback to victims and witnesses is currently the responsibility of the investigating officer. It has been recognised by the force that this process is not working as it should do and it is now developing ways of improving it.

1D Professional Standards

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

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

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

2 Reducing Crime (Domain 1)

In relation to volume crime reduction, there has been a strong performance in respect of vehicle crime, with an 18.8% reduction being achieved in 2004/05, compared with the previous year. There have also been good reductions in the numbers of domestic burglaries and robberies recorded; however, the performance of the force in these categories is still below the MSF average. Unfortunately, violent crime continues to rise and it is hoped that the focused approach now being taken in relation to crime performance by the new ACC (crime) will lead to improvements here. The force is committed to reducing crimes against the most vulnerable groups within its communities, an increase of resources with the introduction of specialist hate crime officers and an increase of staff within the child abuse investigation unit (CAIU) being a demonstration of this. The commitment to work in partnership in order to reduce volume crime is clear, with common targets being adopted across all nine CDRPs. There is now an aspiration within the force to increase the partner involvement within the tasking and co-ordinating process, which will assist in developing their understanding, contribution and commitment.

2A Reducing Hate Crime and Crimes against Vulnerable Victims

| |
|-------------|
| Good |
|-------------|

Stable

Strengths

Hate Crime

- There are good examples of multi-agency working at both force and area level to reduce hate crime. The lesbian, gay and bisexual community safety forum has established an anonymous third party reporting system to gain a greater understanding of the issues. Examples at area level include the Leicester city CDRP, which has funded a dedicated team to encourage reporting, reduce victimisation and deal with the offenders. This commitment to encouraging reporting along with a robust approach to recording these crime types has seen the number of non-recordable incidents reduce and reported offences increase by 21.1% for the year 2004/05.
- Leicestershire Constabulary has engaged with multi-agency partners in the development of a Racial and Religious Harassment Resource Pack, which provides advice to victims in 11 different languages. The production of the pack has been recognised by the Office of Criminal Justice Reform as good practice.
- Community impact assessments are carried out and feed into the force tasking and co-ordination meeting, to ensure that particular community issues and tensions can be identified and preventative or enforcement activity taken where appropriate. The PAGRI and council of faith are well-established links into the force and are able to inform and advise the force as and when the need arises.
- Hate crime officers were introduced in each area in April 2004. They ensure policy compliance, provide greater support to victims and link to other agencies. They have also sought to develop a greater understanding among other officers about the impact of hate crime on black and minority ethnic and other vulnerable communities.
- The advent of the CSB on areas has generally brought a far more structured approach to the attendance, investigation and supervision of incidents and crimes against vulnerable groups. Incidents of hate crime and domestic violence are

flagged up in the CSB and investigative follow-up action co-ordinated by the relevant specialist officer.

Child Abuse

- The force makes specific reference to child abuse in both its three-year strategic plan and the annual local policing plan.
- The force has recently restructured the specialist crime department in order to provide greater clarity on accountability for child abuse, which is now under the direct management of a detective superintendent. The ACC (crime) has specific portfolio responsibility for the investigation of child abuse.
- There are clear policies and agreed multi-agency procedures setting out operating definitions and the circumstances where joint enquiries are appropriate.
- The CAIU was recently subject of a force best value review (BVR); this recommended a 25% increase in staff, additional computers and vehicles. The force has responded by providing these additional resources. The CAIU also has access to two up-to-date evidence-gathering facilities sited away from police stations.
- The force review and best practice unit undertakes to examine 20 child protection investigations per month, as well as critical incidents, to quality assure them and audit them for compliance with force policy.
- There is a strong commitment to staffing the CAIU with fully trained detectives. Those officers joining the unit, who are not trained as detectives, must pass the national course within 12 months of their appointment on the unit. Staff within the CAIU participate in multi-agency training and have recently completed the pilot course for national child protection training. In addition, all front-line staff have received a one-day awareness course to heighten awareness of these issues.
- The force uses the Impact database for missing person investigations. This provides officers with a complete management system for their enquiries, including recording, risk assessment and tasking.
- The Genie search engine is employed within the vetting and disclosure unit, this provides a cross-database search facility that identifies on which system personal information is held. This proves an invaluable tool in identifying persons who may pose a risk to children or vulnerable adults.

Domestic Abuse

- Area performance on domestic violence and hate crime is scrutinised at the crime and operations meeting, thereby raising the profile and improving the response to these crimes.
- A service level agreement (SLA) with the Crown Prosecution Service (CPS) on the prosecution of domestic violence cases has been developed. The force may, however, wish to review how well this is working, as to date this has not been done.

Areas for Improvement

Hate Crime

- While there are a number of third party reporting mechanisms for these types of crime, the force CSB is currently reviewing them with a view to developing a locally consulted generic pack for all hate crimes, including disability.

Child Abuse

- Due to the volume of work involved, the CAIU is currently unable to deal with all referrals relating to allegations of physical abuse on children. As a result of this, allegations are regularly referred to the social services to deal with. The force recognises this as an issue and is currently trying to strengthen the process of risk assessing the incidents that are forwarded for social services intervention. This issue is currently being taken forward as part of a wider project to deliver improvements in accordance with the recently published national guidance on investigating child abuse and safeguarding children.
- There are inconsistencies in respect of the thoroughness of background checks made on named individuals involved in child protection referrals. This is particularly the case in matters referred to the social services for their single agency intervention. In such cases thorough background checks are not always conducted. The force is aware of this issue and is currently seeking to address it.

Domestic Abuse

- A new risk assessment tool for domestic violence has been rolled out across the force. This aims to ensure that vulnerability is identified and acted upon at an early stage. However, not all of the relevant staff have been trained in its use.

2B Volume Crime Reduction

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| Fair | Improved |
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Strengths

- In 2004/05 the force recorded 12.12 car crimes per 1,000 population, a reduction of over 18% from the previous year. This placed the force 4th in its MSF group, where the average was 13.38.
- The new ACC (crime) is taking a proactive approach to crime performance within the force, bringing far greater scrutiny to the structures and processes involved in improving performance.
- There was evidence that level 1 tasking and co-ordination group meetings are able to identify changes in performance at an early stage and take appropriate remedial action. The focus of the meetings is clearly towards the force and area priorities. It is also apparent that short and medium-term crime reduction priorities are considered as part of the tactics available.
- The force launched Operation Lion in the summer of 2004, as their response to the tackling of alcohol-related crime. Their continued commitment to tackling this issue was evident in a similar operation, Crackdown, which ran over the Christmas and New Year period. These operations were evaluated and have shown reductions in alcohol-related violent crime, compared with the same periods during the previous year.
- The level 2 tasking and co-ordination process focuses on force priorities. Force resources are directed to cross-border issues as well as those that are beyond the capability of areas.
- The core crime data package is produced on a weekly basis by the performance review team and disseminated down to local police units (LPUs) by e-mail. Performance data is colour coded to enable early identification of deteriorating performance in relation to volume crime.
- In an audit completed by the police standards unit in 2004 the force was rated Green in respect of compliance with the National Crime Recording Standards (NCRS).

Areas for Improvement

- In 2004/05 the level of total recorded crimes per 1,000 population remained static at 102.63, which placed the force 6th in its MSF group, where the average was 100.85.
- In 2004/05 the force recorded 15.11 house burglaries per 1,000 households, which was a reduction of 11.4% on the previous year. However, this placed the force 5th in its MSF group, where the average was 13.36.
- In 2004/05 the force recorded 1.42 offences of robbery per 1,000 population, a reduction of 10% from the previous year. However, this still placed the force 6th in its MSF group.

*Leicestershire Constabulary – Baseline Assessment
October 2005*

- Violent crime rose by 53% between 2001/02 and 2003/04. These increases are largely attributable to the NCRS impact in 2002/03, although levels of violent crime continued to rise throughout 2004/05 to 25.85 violent crimes per 1,000 population. This placed the force 8th in its MSF group, where the average was 21.03, and 38th nationally.
- There is currently no overarching crime reduction strategy. The force may wish to consider the development of such a strategy in order to provide better focus in this area.
- Greater use could be made of evaluation of tactics for both level 1 and level 2 tasking and co-ordination meetings, to ensure that the most effective crime reduction tactics are employed to address particular problems.

2C Working with Partners to Reduce Crime

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| | Good | Stable |
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Strengths

- British Crime Survey data shows that the risk of becoming a victim of household or personal crime in Leicestershire is below the MSF average.
- While total recorded crime remained static and violent crime increased in 2004/05, the force recorded significant reductions in other key crime areas. House burglary reduced by 11.4%, robberies by 10% and vehicle crimes by 18.8% in 2004/05 in comparison with 2003/04.
- Commitment to engage with partners is evidenced by the Chief Constable's chairmanship of the community safety programme board. The board, which is attended by partners at chief executive level, provides direction and control to the various delivery groups.
- The areas are clearly committed to working with their partners to deliver their local objectives and are held accountable for their performance with them. This includes common volume crime targets across all nine CDRPs, with consistent and co-ordinated monitoring through the community safety programme board.
- All nine CDRP plans, the local policing plan and the control strategy contain 'reducing the harm from drugs' as an objective. A specialist drugs reduction officer has been employed by the force (within the CSB) to ensure the activity within the force complements the CDRP and drug action team (DAT) activity.
- An inspector is provided on a full-time, shared-funding basis to Leicester City Council. This officer leads the community safety and crime reduction team. In the Leicestershire and Rutland CDRPs, the constabulary contributes to the funding of the two analytical posts that provide the audit and analysis service.
- The force CSB is involved in a number of initiatives to reduce crime. A good example is Crimebeat, a charity providing money and other resources to young people for crime reduction measures. Currently 2,000 10–12-year-olds are put through this each year; however, the ambition is to provide a dedicated safety centre (through sponsorship and speed camera revenue) to educate every 10/11-year-old in the county. It is also looking to develop other scenarios for 15/16-year-olds in line with the force control strategy.
- The force employs a sponsorship and grants officer, who in the last financial year drew in £5.8 million in non-mainstream funding and £200,000 in sponsorship.

Areas for Improvement

- The force has experimented with bringing CDRP partner agencies into the tasking and co-ordination process, but on a limited basis and for specific issues only. There is an aspiration to broaden this involvement through regular attendance at meetings, which will increase partner understanding, contribution and commitment.
- The force has identified that not all initiatives and interventions are evaluated thoroughly and efficiently. This is an area that is being developed by the core

performance group.

- Although there are good examples of information sharing between the force and its partners, this may be improved by the force and CDRPs having coterminous boundaries.

3 Investigating Crime (Domain 2)

The detection rate for all crime types improved from 22.5% in 2003/04 to 25.3% in 2004/05 and is encouraging. The sanctioned detection rate for vehicle crime places the force first in its MSF group. Despite sanctioned detection rates for violent crime, domestic burglary and robbery improving compared with the previous year; they still place the force below the MSF average. A professional approach is adopted in the investigation of major and serious crime, with clear policies and procedures being in existence. Despite this, detection rates for such crimes place the force within the third quartile of their MSF. A recent BVR, however, recommended a substantial increase in staff dedicated to the major crime function and this increase in capacity should not only lead to improvements in the major crime arena, but also greater stability in the management of resources at area level. The force has a number of dedicated, well-trained units to deal with serious and organised crime, including a substantial financial investigation and asset recovery capability. Excellent use is made of confiscation orders, with an increase of over 60% in their use being achieved in 2004/05 compared with the previous year. Noteworthy also is the increase of 60% in the number of Class A drugs supply offences brought to justice in 2004/05 compared with the previous year. The force has worked hard to bring offenders to justice; the percentage of notifiable/recording offences resulting in a charge, summons, caution or taken into consideration at court improved during 2004/05, placing the force first in its MSF group. In addition, during 2004/05 Leicestershire were placed 7th nationally for ‘public confidence in the effectiveness of the criminal justice system in bringing offenders to justice’.

3A Investigating Major and Serious Crime

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| Fair |
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Strengths

- Areas have been demographically profiled to assist in understanding the communities the force polices. Communities are regularly assessed to identify points of tension and community impact assessments are carried out (usually by the local policing unit commander for that area) as and when required; these feed into the tasking and co-ordination process. Where crimes involve vulnerable individuals or those from a black or minority ethnic community then the relevant community is engaged at an early stage through the diversity unit.
- There is a good understanding at BCU management level, and some understanding at front-line level, of the term ‘critical incident’. Community intelligence is proactively sought and recorded to ensure early identification of this type of incident. There are suitable mechanisms for ‘flagging’ potential major and critical incidents to senior managers.
- The force has clear policies and procedures for dealing with and resourcing major incidents. There is a strong ACPO lead for this area of business to maintain an overview of them. The head of crime maintains regular contact with the ACC to discuss major investigation progress, performance and resourcing issues. In addition a resourcing report is made available weekly and a report on the progress of all major investigations is circulated on a monthly basis. These include information on performance, cost, and abstraction rates. The major crime unit has a number of performance indicators, which include measuring the quality of investigation and resulting file.
- There are sufficient suitably trained senior investigating officers (SIOs) to meet

the demands placed upon the force. All detective superintendents and detective chief inspectors have received national training and the force looks to identify, at an early stage, officers who demonstrate the aptitude for SIO work.

- The force adheres to the ACPO *Murder Investigation Manual* and the major incident room standardised administrative procedures (MIRSAP) manual when investigating major crime. There are adequate procedures to ensure prompt call out of key staff to support SIOs in major investigations.
- Major investigations are reviewed, using the force de-brief policy. The review and good practice unit completes an action plan following each review. This is agreed at a meeting, chaired by the ACC (crime), and the review unit owns the actions taken forward. This unit has also undertaken reviews for other forces within the region. Protocols are now being drawn up to formalise a cross-force review process.
- The force has developed its own course on the management of critical incidents, which is about to be delivered to all inspectors and chief inspectors. It would also be beneficial to raise the awareness of critical incidents with front-line staff.
- A detective superintendent, from HQ crime support, oversees all rape investigations. The force review and good practice unit monitors all undetected murder, stranger rape and abduction investigations. Should these offences remain undetected for 21 days, a review by the unit takes place. All closed cases of murder or stranger rape are assessed for review every two years. The force has a risk assessment matrix to determine review priorities. Lessons learnt through the review process are shared with the wider organisation.
- Six of the detective posts within the major crime unit are retained as short-term postings of 12 to 18 months to enable suitable officers to enhance their investigative skills and return to area duties to share their enhanced knowledge.
- The force has established a sexual assault referral centre based within a local hospital to improve the reporting of this offence, and the service provided to victims.
- The force has an exemplary approach to the proactive and reactive investigation of firearm-related criminality; this was reflected in the success the force has achieved in the suppression of gun crime in comparison with neighbouring forces.
- There have been recent examples of the force's ability to respond to Osman options; these were found to be conducted in a risk-assessed and proportionate response.

Areas for Improvement

- The performance in relation to detection rates for major crime places Leicestershire in the third quarter of their MSF.
- A rapid increase in the number of major incident rooms leading to increased staff abstractions from Area to support major crime investigations has been of concern to the force. It has now become evident that this is more than a short -term trend and as a result a best value review of major crime has been instigated to explore whether more capacity should be dedicated to the function. Following the

completion of the review a substantial increase in staff is to follow. This increase in staff does not, however, include some HOLMES (Home Office Large Major Enquiry System) staff and other specialist roles, which will still be supplied by areas. Area commanders have long expressed their frustration at staff abstractions, and the force needs to ensure that any future major investigations do not impact upon front-line services.

- Intelligence gathered during the course of a major investigation, on the HOLMES for example, is not routinely and systematically scrutinised for intelligence that may be of use beyond that specific investigation. The force should make certain that opportunities to utilise intelligence, which would be of benefit to operational staff, are not being missed.
- While the force strategic assessment clearly identifies the priority crimes in line with the control strategy, individual departments with responsibility for these areas of business set their own parameters and priorities for the level of resourcing for each activity. There was no evidence to suggest that these tasking decisions were subject to any robust validation process; therefore an evaluation of the contribution of resources to outcomes could not be determined.

3B Tackling Level 2 Criminality

Fair

Strengths

- The force increased by 60% the number of Class A drugs supply offences brought to justice per 10,000 population for the year 2004/05 compared with the previous year.
- The force has a clear chief officer lead for serious and organised crime and both ACCs demonstrate their commitment to the process by attending the force tasking and co-ordination meeting and the force performance meeting. Serious and organised crime and terrorism are included in the force plans and the strategic assessment.
- The police authority is provided with briefing updates by chief officers on serious crime issues on a regular basis to ensure they are fully aware of the impact of these crime types upon the force.
- The force has a substantial financial investigation and asset recovery capability covering the cheque, hi-tech crime, fraud and financial investigation areas. Headed by a detective inspector, the team has two detective sergeants and 25 detective constables and support staff investigators. Areas each have their own financial investigator.
- The force makes excellent use of confiscation orders, increasing their use by 61.1% in 2004/05 compared with the previous year and seizing over £1 million. Forfeiture orders have also increased and in 2004/05 the force made twice as many orders as the MSF average. However, greater use could be made of powers under the Proceeds of Crime Act by providing a reward incentive for area commanders to use them.
- The force has a number of dedicated, well-trained units to deal with serious and organised crime, including a dedicated major crime team and a surveillance unit. The force also has access to other specialist assets, either within force or from elsewhere, which enables it to consider all tactics to address serious crime issues.
- The region has a well-established, shared resource in the East Midlands special operations unit, which provides test purchase and undercover operatives. Feedback on this unit is that they provide an excellent service. The force has a good relationship with other law enforcement agencies, including a joint-resourced dedicated immigration crime team at East Midlands Airport.
- The force recently identified a problem with high-value vehicles being stolen. Despite the operation being rejected at the regional tasking and co-ordination meeting, the operation was developed in-force, with regional resources drawn in, resulting in the seizure of a number of high-value stolen vehicles and £1.5 million in cash.

Areas for Improvement

- The force strategic assessment relies upon specialist departments to determine the level of threat posed and therefore the emphasis placed upon it. There does

not appear to be a mechanism to validate this information independently. Greater analysis and understanding of the criminal markets and organised crime groups impacting across the force area would ensure that the level of resources assigned to this area of business are sufficient to meet demand, and that those crime groups and markets were prioritised accordingly.

- There is a force strategic assessment that informs the regional strategic assessment. There is a regional tasking and co-ordination process; however, as dedicated regional resources are restricted to undercover and test purchase only, the impact of the regional tasking and co-ordination meeting is limited. This is supported by the views of some staff who participate in the meeting.
- The new ACC (crime) has identified that the force tasking and co-ordination process requires further development in relation to holding departments other than areas to account for their contribution to the force objectives.
- The specialist unit dedicated to addressing serious and organised crime in the force does not have its work scrutinised within the tasking and co-ordination meeting, but at a ‘pre-brief’. This ‘pre-brief’ could be regarded as a barrier to transparency and may cause other attendees to believe that not all resourcing issues have been considered.
- There is some measurement of performance of the force specialist units, however this is primarily focused upon measuring outputs of activity such as arrests and seizures. The force may benefit from trying to understand (and then reduce) the harm these crimes have on communities through more quantitative measures, which may include impact assessments, cost/benefit analyses and surveys.
- Greater evaluation of tactics could also be used to target this level of criminality. A more effective review process would enable the most effective tactics to be identified for each situation.
- There does not appear to be one central point for the production of intelligence packages for the specialist crime investigation department (SCID). Force intelligence officers produce packages, as do the SCID officers, who produce their own in direct ‘competition’.

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

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| Fair | Improved |
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Strengths

Hate Crime

- Racist and religious incident review panels have been set up to critique the police response to and investigation of such incidents. Police officers and PCSOs are able to attend the panels to gain a better understanding of the views of panel members in their assessment of police actions. This provides an excellent opportunity for organisational learning.
- Hate crime officers on each area provide an expert point of contact for patrol officers to use and also a quality control mechanism for each investigation. There are good links between the area hate crime officers and the hate crime manager for the CPS to discuss and advise on case requirements.

Child Abuse

- The force makes specific reference to child abuse in both its three-year strategic plan and the annual local policing plan.
- The force has recently restructured the specialist crime department in order to provide greater clarity on accountability for child abuse, which is now under the direct management of a detective superintendent. The ACC (crime) has specific portfolio responsibility for the investigation of child abuse.
- There are clear policies and agreed multi-agency procedures setting out operating definitions and the circumstances where joint enquiries are appropriate.
- The CAIU was recently the subject of a force BVR. This recommended a 25% increase in staff, additional computers and vehicles. The force has responded by providing these additional resources. The CAIU also has access to two up-to-date evidence-gathering facilities sited away from police stations.
- The force review and best practice unit undertakes to examine 20 child protection investigations per month, as well as critical incidents, to quality assure them and audit them for compliance with force policy.
- The quality of all rape investigations (including assault by penetration) is audited and supervised by a detective inspector and then by a detective superintendent. The quality of volume crime investigations undertaken by the CAIU is monitored by an SIO.
- There is a strong commitment to staffing the CAIU with fully trained detectives. Those officers joining the unit who are not trained as detectives must pass the national course within 12 months of their appointment on the unit. Staff within the CAIU participate in multi-agency training and have recently completed the pilot course for national child protection training. In addition, all front-line staff have received a one-day awareness course to heighten awareness of these issues.
- There are eight mentors within the CAIU. On joining the department new staff are allocated a mentor to assist with their professional development. Also, every three

months, departmental training days covering legislation, practice and procedure take place.

- There is a strong culture of submitting intelligence logs among CAIU officers. Such logs relate to the wider policing agenda and not just child protection issues. All logs are identified as coming from the CAIU and this takes away any discretion for the local intelligence officer not to input them on the intelligence system.

Domestic Abuse

- Area performance on domestic violence is scrutinised at the crime and operations meeting, thereby raising the profile and improving the response to this crime.

Areas for Improvement

Hate Crime

- While there has been a 3% increase in detections of racially or religiously aggravated crimes in 2004/05, the detection rate of 36.3% is still lower than the MSF average.

Child Abuse

- There is very limited provision of management information relating to the performance of the CAIU. The force is currently exploring the potential for increasing the functionality of the case administration and tracking system (CATS) database to improve this situation.

Domestic Abuse

- It has been recognised that domestic violence officers (DVOs) have a very high workload and this has led to problems with morale in some areas. However, new working practices have recently been introduced, which have had the effect of streamlining the work undertaken, and this has led to an improving situation. The force is currently reviewing this area of work to progress domestic violence work through further investment in both police officers and police staff.
- Specialist training for DVOs was conducted by Teeside University about two years ago. Since then a significant number of new DVOs have started in post. It is recognised that a specialist training programme needs to be reintroduced and the force is seeking to address this.
- DVOs were not routinely submitting intelligence, despite it being evident that a lot of intelligence was coming to their attention. Supervisors were asked to address this about 12 months ago, but since then no audit has been conducted in order to identify whether improvements have been achieved.

3D Volume Crime Investigation

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| Fair | Improved |
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Strengths

- The detection rate for 2004/05 in relation to all categories of crime rose to 25.3%, compared with 22.5% the previous year.
- The sanctioned detection rate for vehicle crime increased to 16.1% for 2004/05, ranking the force first in its MSF group. Sanctioned detection rates for domestic burglary, violent crime and robbery also increased. Sanctioned detection rate performance across the volume crime categories places the force broadly in the third quarter of its MSF group.
- The proportion of recorded offences that resulted in a prosecution or caution increased to 23.7% in 2004/05, ranking the force 1st in its MSF group.
- In 2002, the force centralised the crime recording process and introduced the crime bureau. The bureau is responsible for ensuring all crime reported in Leicestershire is recorded accurately in accordance with the Home Office Counting Rules and the National Crime Recording Standard (NCRS). All the staff have received extensive training in these subjects. All reclassifications of crime and the filing of 'no crimes' are undertaken within the crime bureau. This procedure is seen as good practice and has ensured a Green traffic light grading in NCRS compliance for the force for the last two years.
- Minimum standards of investigation are set out for all crime types. These are checked through in-force audits and satisfaction surveys.
- The ACC (crime) has identified that the force performance meeting requires further development to ensure that all departments understand their contribution to force performance and are held to account as much as their area colleagues. This is now being addressed.
- Performance information is now produced to team and individual level. This enables an assessment to be carried out of each individual's contribution. Front-line officers understand the focus on performance and their contribution to it and are set individual detection targets.
- Specific resources are dedicated to volume crime analysis. There are eight analysts based on LPUs and dedicated to volume crime, through the area-based volume crime units. The results of the crime pattern analysis conducted by these analysts are used to target resources at the area tasking and co-ordination meetings.
- Forensic services are well provided by area-based staff, and the scientific support manager is continually looking for opportunities to maximise the retrieval of forensic evidence. The scientific support unit (SSU) maintains a website updating the force and SSU staff on forensic techniques. Forensic policies and procedures are contained in the document library on the force intranet. Forensic trainers on area are responsible for forensic training.
- There is a sanction detection group, which is chaired by the head of the specialist

crime investigation department. This group is responsible for, and drives, the publication of best practice and policy direction.

- The force recently introduced caution clinics on the Western area, which will be rolled out across the force in the near future. Early indications are that this improves the number of cautions administered and, consequently, sanctioned detection rates.

Areas for Improvement

- Leicestershire's violent crime detection rate for 2004/05 is 37.7%; this is the lowest in the MSF group and third lowest nationally. However, there has been a slight improvement in this detection rate compared with the previous year.
- The domestic burglary sanctioned detection rate is the third lowest in the MSF group for the year 2004/05. Trends over the last two years show this rate remaining stable; however, the last six months has seen performance improve to an end of year figure for 2004/05 of 13.6%, 1 point below the MSF average.
- The robbery sanctioned detection rate for 2004/05 is the lowest in the MSF group, albeit it increased compared with the previous year, at 17.5%. Between 2001/02 and 2003/04 the robbery detection rate suffered a considerable decline; however, the trend for the last 12-month period indicates that this is now starting to improve at a slow but steady rate.
- Some in-force work has been carried out to audit compliance with Home Office Counting Rules on detection. This has identified some significant variances and the force must ensure it addresses these issues prior to an external assessment, scheduled for later in 2005, to ensure confidence in its figures.
- Supervisory officers interviewed were unaware of a policy in relation to the quality checking of investigative interview tapes and were not engaging in such checking.

3E Forensic Management

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| Good | Stable |
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Strengths

- Attendance at burglary dwelling scenes increased in 2004/05 to 93.4%, well above both MSF and national average figures. Attendance at scenes of theft of motor vehicles improved significantly from 33% in 2003/04 to 49% in 2004/05, although this still leaves the force 7th in its MSF group.
- The percentage of fingerprints identified from those recovered from burglary dwelling scenes increased to 17.2% in 2004/05, ranking it 3rd in its MSF and better than both MSF and national averages. The percentage identified from fingerprints recovered from theft of motor vehicle scenes increased significantly in 2004/05 to 41.2%, ranking it first in its MSF and well above MSF and national averages.
- While the percentage of fingerprint identifications converted into primary detections fell in 2004/05 to 46.9%, this figure is still above MSF and national averages and ranks the force 3rd in its MSF group.
- The ACC (crime) has lead responsibility for forensic science and is chair of the East Midland forensic science group. He also has responsibility for the force crime and operations meeting and the force forensic strategy group, which provides strong links and consistency between forensic services and operational delivery.
- The Socrates database has recently been installed. Socrates is primarily an evidence tracking system that is capable of providing situation updates from crime scene to case disposal. Additional functionality relating to performance and budget management is also available, providing a valuable resource for the scientific support department.
- Previously, HMIC identified an issue with regard to the lack of trained fingerprint experts. The force has managed to overcome this and has doubled the number of experts employed over a period of 18 months.
- The SSU shows a commitment to the raising of awareness in forensic issues. Forensic road shows are held bi-annually, and both the fingerprint and DNA trainers provide input to probationers and other groups. An intranet site is available to provide advice and guidance.
- The SSU has achieved ISO 9001:2000 accreditation. This is awarded for high-quality management in respect of procedures and processes.
- Performance within the fingerprint bureau is robustly managed. Relevant management information is collected in respect of individual and team performance in order to support the delivery of force priorities.
- Members of the SSU attend and contribute to the tasking and co-ordination meetings at both area and force level, and the scientific support manager is held to account for performance at the force crime and operations meeting.
- Robust monitoring of fingerprint quality takes place. A record of the identity of

officers who submit poor quality prints is maintained and, if the problem persists, the fingerprint bureau training officer provides additional training.

Areas for Improvement

- The percentage of fingerprints and DNA samples recovered from burglary dwelling and theft of motor vehicle scenes in 2004/05 fell, and are now below their respective MSF averages. The percentage of these converted into primary detections has also fallen.
- While the force does have a scientific support strategy, this is not a comprehensive document and does not have challenging objectives and targets covering all key activities. The force may wish to review this strategy, to ensure that it fully supports the delivery of key objectives.
- While a forensic steering group exists, area commanders are not represented on this as key stakeholders. The force may wish to consider the added benefit that their inclusion may bring.
- It has been identified that the performance of the fingerprint development laboratory is unsatisfactory. There are various reasons for this, but the sheer volume of submissions is a significant factor. To rectify this, the force intends to develop a forensic submissions policy, which should help to resolve the situation.
- Facilities within the scientific support department are good, with a significant investment being made in the refurbishment of three laboratories. Despite this, however, there is a lack of space available for growth. This has been highlighted by the inability to accommodate the unit responsible for the administration of criminal justice DNA samples, following their transfer to the scientific support unit.

3F Criminal Justice Processes

Fair

Improved

Strengths

- The percentage of notifiable/recorded offences resulting in a charge, summons, caution or being taken into consideration at court has risen to 23.7% in 2004/05 from 18.6% the previous year, placing the force 1st in its MSF group.
- Data from the local criminal justice boards show that, for 2004/05, Leicestershire was placed 7th nationally for 'public confidence in the effectiveness of the criminal justice system in bringing offenders to justice'.
- The force has a criminal justice performance board, which is chaired by the ACC (crime). This includes area commanders as key stakeholders. The group examines criminal justice performance and drives through business process improvements.
- An inspector is dedicated to further develop multi-agency work for offender management and prolific and priority offenders. A strategy has recently been developed that has been signed up to by the CPS, Government Office, Job Centre Plus and local authorities in Leicester, Leicestershire and Rutland. The strategy aims to deliver the government targets on offender management.
- Excellent working relationships are enjoyed between the police and the CPS. This relationship is enhanced by the fact that the police criminal justice and CPS command are co-located in police premises, and three joint police/CPS criminal justice units are co-located in CPS premises.
- Relationships and performance within the criminal justice function are enhanced through bi-monthly meetings, which are held between the police, the resident crown court judge and other criminal justice agencies including defence advocates.
- The force has shown a commitment to the development of its staff by recently piloting an external course in criminal justice. This course is currently being evaluated with a view to offering it more widely, and especially to new joiners within the criminal justice function.
- The force has recently implemented a witness care unit (April 2005) following the recommended model of No Witness, No Justice, in order to improve service delivery to victims and witnesses.
- A custody improvement project oversees efficiency improvements and a custody safety and risk assessment group addresses safe working practices and reviews all self-harm incidents and 'near misses'. Both these groups meet monthly, are chaired by the head of the criminal justice department and are attended by senior area representatives, the force health and safety officers and the head of the professional standards department.
- The area custody manager, who is required to dip sample 20 custody records per month, monitors performance within the custody function. Particular issues scrutinised are breaches of the Police and Criminal Evidence Act (PACE), bail

and no further action (NFA) decisions. This regime aims to ensure that the law is complied with and that the custody function contributes to effective and efficient crime investigation.

- The force has an appropriate adult scheme in place for detained persons believed to be suffering from a mental disorder. This provides a group of volunteers who are available to support the detainee in the absence of social services or a family member.
- The force is piloting drug testing on charge in Leicester city and has obtained funding for a chief inspector and detention officers posts to support this. The pilot has been extremely successful in diverting offenders into treatment programmes.
- Each area has a premier service team providing a dedicated prisoner handling service in respect of prolific offenders. This provides an enhanced investigative capability and allows for the early release of officers back onto the street.
- Currently all established police officer posts within the two youth offending services (YOS) are filled. Additionally, there is a seconded officer dealing with restorative justice within the county team. The police officers are link-managed by a sergeant within the force CSB. The CSB has a dedicated prolific and priority offender manager who also supports and links in with the YOS managers. The superintendent of the CSB also sits as a member of both YOS management boards and the wider strategic children's and young persons' strategic partnerships. These arrangements meet the needs and expectation of criminal justice partners.

Areas for Improvement

- During 2005 the force performed on average below the Police National Computer (PNC) compliance target for entering 90% of arrest/summons registrations onto the PNC within 24 hours; the highest was 85.7% and the lowest was 60.3% while the average was 68.3%.
- In 2004/05 the percentage of court results entered onto the PNC within the ten-day target was 35.1%. This is below both the MSF and national average.
- The force does not have a fully computerised custody system. The current system requires electronic prisoner reception details but thereafter the prisoner-handling log is completed in manual record format.
- There are delays in custody suites and these are particularly prevalent at Euston Street, the new purpose-built site. The force has identified this as an issue and is progressing remedial action through the crime and operations meeting.
- There are a number of policies relating to custody processes and procedures in existence. However, there is no all-encompassing custody policy or manual; this sometimes leads to practitioners having difficulty finding the information that they are looking for. In light of this, the force may consider that an integrated custody policy or manual would be beneficial.
- An overarching youth strategy based on the ACPO model is currently being developed. The strategy includes elements concerning youth justice and also covers wider issues such as engaging with young people and training staff. The

*Leicestershire Constabulary – Baseline Assessment
October 2005*

DCC is currently leading on the development of Leicestershire Constabulary's role in relation to the emerging integrated children's services, ie children's trusts.

4 Promoting Safety (Domain 3)

Reassurance is a key organisational theme and as such enjoys a proactive executive officer lead and features prominently in the force policing plan. Neighbourhood policing and micro-beats lie at the heart of the reassurance agenda and the Getting Personal programme, engendering personal ownership by police officers, supported by special constables, PCSOs, police staff and in excess of 160 community volunteers. Collectively their efforts have contributed to an improving picture in relation to the fear of crime, with reductions being achieved across all categories. Notwithstanding this, the force is aware that there is still work to be done as performance, with the exception of the 'feeling of public safety', is still in the third quartile for the force's MSF group. Good partnership work is in evidence in relation to the reduction of anti-social behaviour with a number of large-scale multi-agency operations having been successfully conducted throughout the year. The anti- social behaviour and reassurance delivery group will continue to develop this work, as well as recommending good practice to partners. As part of the group's three-year plan, robust evaluation methods will be developed to monitor the success of interventions, this being an area for improvement already recognised by the force.

4A Reassurance

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| Fair | Improved |
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Strengths

- The percentage of people who are in fear of disorder was 12.8% in 2004/05, representing a reduction of 2% compared with the previous year. This figure is lower than either the MSF or national average.
- There have been reductions in the fear of burglary, vehicle crime and violent crime in 2004/05 compared with the previous year. Despite this, the force is still placed in the third quartile of its MSF for performance in this area.
- Figures provided by the force show that in 2004/05, the proportion of domestic violence incidents that involve victims of domestic violence in the previous 12 months is significantly lower than both the MSF and national averages.
- Reassurance is a key organisational theme that enjoys a proactive executive officer lead and features prominently in the force policing plan. The CSPB chaired by the Chief Constable, provides a good structure to manage and monitor organisational performance and development, including reassurance. Key partners are involved at programme and project board level, ensuring greater clarity, involvement, measurement and understanding across the agencies. Every chief executive across the county has been personally briefed on the reassurance agenda by the ACC (operations). The neighbourhood policing steering group contains representatives from across the force, ensuring that the links are made between reassurance and key areas such as call handling.
- There is a clear focus on meeting community needs at area level, with the development of patrol and deployment templates based on need and engagement with external partners, parish councils, the press and local communities to consult on priorities and feedback results (Loughborough BCU Inspection 2005).
- The force was part of the National Reassurance Programme with a pilot site at New Parks LPU. This demonstration project has been used to develop

reassurance policing in partnership with agencies and community groups, such as progressing joint action groups, which will seek to jointly resolve problems at a local level.

- The ACC (operations) is championing the force Neighbourhood Policing Project, currently being piloted at Coalville and is programmed for full implementation by January 2006. This project provides a clear definition of neighbourhood policing, with PBOs and PCSOs being deployed in distinct and dedicated teams on beats, these resources being allocated according to intelligence-informed demand. With reduced abstractions and closer scrutiny of performance, the early indications are encouraging.
- The force structure is based on geographical ownership at beat and micro-beat level, and examples have been seen of personal policing and local problem solving. Micro-beats were launched across the force over two years ago to complement the community beat arrangements in LPUs and generate greater personal ownership by all staff. There are some excellent examples of the effective working of micro-beats, including special constables working on motorway services and PCSOs defaulting to specific areas within the city centre to good effect.
- The force has a strong relationship with the local media and seeks to maximise the opportunities to reassure the public through them. A good example of this is the 42 separate media opportunities taken during one operation, Operation Crackdown. The force is intent on further enhancing this reassurance having recently increased its commitment to media and corporate communications.
- The force has undertaken several high-profile campaigns recently, aimed at reducing anti-social behaviour and increasing community confidence and reassurance. Comprehensive evaluation of these operations was undertaken, identifying a significant increase in public satisfaction and confidence.
- There has been good use and involvement of the extended police family in a variety of roles, particularly those improving visibility and reassurance, with specific training to enhance their effectiveness. Examples of these include the training of special constables in public order and anti-social behaviour powers such as dispersal powers and fixed penalty notices for disorder. The force has seen a significant return for their investment through increased attendance by the Special Constabulary.
- There are currently 82 PCSOs in the force, with funding agreed for a further 28. These have been funded not only by the Home Office but also in partnership with local authorities and parishes. PCSOs have been well received by their officer colleagues.
- The force has over 160 community volunteers providing a variety of services to improve reassurance. These include circulating crime prevention advice, promoting police projects and initiatives and opening and staffing police stations.
- To ensure that best use is made of resources, the force has issued guidance on the crewing of vehicles. Effectively vehicles are to be single-crewed other than on night duty, and thus increase the visibility of officers on patrol. Supervisors do, however, have discretion to double-crew at other times, based on an assessment of risk.

- HMIC has previously identified that the force was not maximising opportunities to improve access to services and visibility through initiatives like one-stop shops. The force has improved this position significantly through some 50 one-stop shops in various county council buildings and post offices, predominantly in rural areas. There are also six police offices staffed by volunteers and open on a regular basis, along with four rural community beat vehicles to provide additional visibility and reassurance.

Areas for Improvement

- No specific training programme currently exists for PBOs. The force has identified this and is in the process of developing an appropriate training package for distribution to PBOs, and subsequently all front-line staff. This will assist in problem-solving community issues and increasing public confidence.
- New PCSOs are attached to more experienced ones for a minimum of two weeks following their initial training. However, there is no structure to this attachment and no formal system for assessing competency for independent patrol. In addition, there is a lack of awareness of the role and particularly the powers invested in PCSOs among some operational staff.
- The force has acknowledged that having principle beat officers aligned to response shifts has lead to a significant abstraction rate, as they are frequently used to provide resilience to shifts (Loughborough BCU Inspection 2005). The Neighbourhood Policing Project aims to address this and the force must ensure that there is a robust system for monitoring their activity and minimising abstractions.

4B Reducing Anti-Social Behaviour and Promoting Public Safety

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| Good | Stable |
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Strengths

- Figures provided by the force show that the number of road traffic collisions that occurred in 2004/05, resulting in death or serious injury per 100 million vehicle kilometres travelled, reduced when compared with the previous year and is significantly below the national average.
- The Chief Constable chairs the Leicester, Leicestershire and Rutland CSPB. This board has brought together all the CDRP partnerships for anti-social behaviour.
- The anti-social behaviour and reassurance delivery group has been set up as an action group to recommend good practice to partners.
- Operation Lion, Operation Crackdown and Operation Pyrotechnic are multi-agency anti-social behaviour operations conducted throughout the year. Comprehensive measurement of performance was a feature of these operations.
- The force, through its support of the Leicester anti-social behaviour team, has utilised voluntary agencies, such as Witness Cocoon and Victim Support, to encourage and support communities in tackling anti-social behaviour. This has primarily been in the Leicester city area.
- The Street Pastor Scheme operates in Leicester city centre on Friday nights. The Street Pastors are a faith group who patrol the area seeking to diffuse conflict and provide assistance to people in need. The scheme is run in partnership with the police, who maintain telephone contact and provide an emergency back-up response if required.
- The SOS bus is a partnership with the St John Ambulance Service and again operates in Leicester city centre. A drop-in centre in the form of a bus provides assistance to people who are drunk and those with minor injuries.
- An anti-social behaviour operation run in partnership with the *Leicester Mercury* newspaper provided an opportunity for local people to ring a multi-agency advice/action line in order to report such activity. This operation highlighted the opportunities that exist for engagement with the media in dealing with such issues.
- The ACC (operations) is the chief officer for road safety and there is a dedicated member of staff working with the road safety unit at County Hall. Management information on collisions is analysed and influences proactive collision reduction tactics.

Areas for Improvement

- While the force does not have an all-encompassing anti-social behaviour strategy, there is a belief that sufficient guidance and professional expertise exists to provide direction and advice to staff. The force may consider, however, that the development of a strategy would complement current arrangements.

*Leicestershire Constabulary – Baseline Assessment
October 2005*

- The force is aware of the need to develop robust evaluation measures to monitor the success of anti-social behaviour interventions. In recognition of this, evaluation is part of the three-year plan that the anti-social behaviour and reassurance delivery group will focus upon.

5 Providing Assistance (Domain 4)

While the performance of the force in relation to answering 999 calls has shown an improvement during the last year, performance information at team and individual level is somewhat limited, due to the lack of functionality of the current call-handling technology. However, the planned introduction of new technology during 2005/06 should lead to improvements in information availability. The force has recently reviewed its 'use of firearms' policy to ensure compliance with national guidance and while some areas for improvement remain, arrangements for providing armed response are considered appropriate. In relation to roads policing, performance monitoring in respect of casualty reduction is particularly well developed. However, while there has been some development in the performance regime for roads policing officers generally, greater use of the force performance indicator pack would ensure that their activities are inextricably linked to tackling force priorities.

5A Call Management

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| Good | Stable |
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Strengths

- Figures provided by the force show that the performance in relation to 999 calls answered within 15 seconds was 92%, exceeding the target of 90% for 2004/05, and this is an improvement in performance compared with the previous year. The force increased its attendance (within the target time of 15 minutes) to incidents requiring an immediate response. This rose to 84.5% in 2004/05, compared with 82.7% in 2003/04.
- A key individual network has been developed in an attempt to improve communication with the local community. The network is made up of individuals who have recently telephoned the police. They are invited to a meeting to share their experiences, with the aim of improving service delivery. The make-up of the group is reflective of the diversity of the local community and also includes the police authority.
- A service delivery desk within the call management centre (CMC) provides support by monitoring responses, keeping customers updated with progress, providing guidance on policy and procedure to staff attending incidents, and monitoring of queues to ensure that no incident remains unresolved for more than 48 hours.
- Accessibility has been improved through the provision of a non-emergency number. The force is currently only one of nine to make such provision.
- The CMC have established a regime of assessment based on quality of service and customer care. As part of this regime, each call handler is assessed at least four times in every twelve weeks.
- A staff council has been set up to provide a regular forum for discussion between staff representatives from the CMC and senior management. This has proved popular with staff, who are able to air their views and, from a management point of view, it provides a useful consultative opportunity.
- Call-handling staff have recently been provided with the opportunity to train for an NVQ in customer service. Early indications are that this is proving popular with

significant interest being shown.

- Members of the public can contact operational officers and PCSOs by voicemail. To complement this, central monitoring of the voicemail system by call-handling staff takes place to ensure that officers are listening to their voicemail service.
- The CMC employs an analyst who has been trained in the NIM. The analyst has been used to produce problem profiles to assist areas in demand management, eg profile of calls for assistance over the Christmas/New Year period.
- A call-handling intranet site is used to brief call-handling staff regarding policing initiatives and priorities.

Areas for Improvement

- The current technology for dealing with non-emergency calls is outdated and due for replacement. A budget bid has been successful however, and it is anticipated that new equipment will be installed within the financial year 2005/06, which will improve efficiency.
- There is currently limited quantitative performance data available on individual call handlers, this being due to the lack of functionality of the current technology. However, the new technology due to be installed during the financial year 2005/06 should rectify this situation to enable greater scrutiny and understanding of individual and team performance.
- Due to various abstractions, staffing levels within the CMC have often failed to meet minimum requirements. However, the force has identified this and the department has recently been successful in a bid for an increase in staff. Recruitment is under way and this is expected to alleviate the situation.
- Feedback from some PCSOs is that they are occasionally dispatched to calls graded 1 and 2, which are calls that often require a greater level of training and/or powers than is currently invested in them. The force should ensure that where this occurs an assessment of the situation has been carried out to ensure that untrained staff are not placed at unnecessary risk.

5B Providing Specialist Operational Support

Fair

Stable

Strengths

- Leicestershire's firearms policy has recently been reviewed to ensure it adheres to both the Home Office code of practice and the ACPO *Manual of Guidance on Police Use of Firearms*.
- Quarterly Silver Commanders meetings are held to identify good practice or areas for improvement and discuss topical firearms issues. There is also a regular regional meeting of the heads of operations, and the region is in the process of developing a regional practitioners meeting. These meetings need to ensure that they communicate effectively with each other to maximise opportunities for learning.
- The force has signed up to a formal regional arrangement to provide neighbouring forces with mutual aid in the event of serious or protracted firearms incidents.
- There is evidence that the force consults stakeholders in working to achieve their objectives, such as consultation with the city council in developing gun crime initiatives, such as Choose Life and the national curriculum.
- In completing their threat assessment for the police use of firearms, the force has undertaken a great deal of work in ascertaining the level and nature of threats that they may encounter and this is considered to be good practice.
- Planned firearms incident operations and tactics are independently scrutinised prior to being implemented. All firearms incidents are de-briefed to a standard force format.
- The authorised establishment of the armed response vehicle (ARV) sector was increased last year and a training programme is in place to meet the requirement to fill the new posts. Similarly, growth in superintendent and chief inspector posts has provided a greater resilience at command level.
- All firearms officers are advanced tactics trained and can be used on spontaneous or planned operations. Ordinarily there are sufficient ARVs on duty 24 hours a day (along with an on-call team) to deal with predicted demand.
- There is evidence that proactive ARV and firearms activity, based upon intelligence, has been used very effectively and has led to the disruption and frustration of criminal networks.
- The force has sufficient officers, vehicles and equipment to meet their in-force and national police support unit public order and CBRN (chemical, biological, radiological and nuclear) commitment. The force mobilisation plan is practised regularly and is currently being reviewed following the most recent test.

Areas for Improvement

- Only one of the ACPO ranked officers has attended an accredited Gold Firearms

Commanders course. The force should consider its position in relation to the accreditation of Gold Commanders, to ensure that it is fully compliant with the code of practice on the police use of firearms and less lethal weapons.

- The re-accreditation of tactical advisers, Gold, Silver and Bronze Commanders is also of concern. It is acknowledged that many forces are experiencing difficulties in this area, as they have been awaiting assistance from the National Centre for Policing Excellence (NCPE) in achieving accreditation for the training they deliver in compliance with the *National Police Use of Firearms Training Curriculum* published in 2004. The volume of work for NCPE in this area is not unsubstantial and this will take some time to complete. The force has not addressed this issue and does not have a system in place to reassess their Commanders.
- Currently, the operations department is not represented at area tasking and co-ordination meetings. The department has recognised however, that such representation would better integrate them into the process and they plan to rectify this situation in the near future.
- It is apparent that the performance regime within the operations department is not as clear as that on area. Staff within the department are not held accountable in the same way as area staff, predominantly due to the difficulties in obtaining performance information for specialist units, although the corporate performance information pack provides some indicators. The departmental head has identified this and work is progressing with the performance review team to identify indicators and ensure the unit maximises its contribution towards force priorities.
- There is currently no SLA for the force firearms unit (other than for the weapons training section) and while SLAs do exist for the tactical support group and roads policing unit (RPU), there has been no review of these for well over twelve months. The force may consider that a review of SLAs relating to the operations department would assist in ensuring an appropriate contribution to force and area priorities.
- There are a significant number of public order trained officers who are now performing community beat roles. The Chief Constable has made a commitment to neighbourhood policing and stated he will not abstract community officers from their role. This may present the force with a resilience issue in meeting its in-force and mutual aid public order commitments. The force has acknowledged this and is reviewing the situation.

5C Roads Policing

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| Good | Stable |
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Strengths

- Figures provided by the force show that there has been a slight reduction in the number of serious and fatal collisions in the county for 2004/05, compared with the previous year.
- The force is on target to meet the 2010 casualty reduction target.
- There is a roads policing strategy, which sets out the intelligence, prevention and enforcement priorities for the force and clearly links to the 2010 casualty reduction strategy. There are service level agreements between the unit and areas and officers' PDRs reflect the collision reduction aspect of the strategy well.
- There is a proactive ACC lead for this area and he and the chief superintendent operations are working together to ensure the unit becomes more effectively integrated into the NIM processes and accountability framework.
- The *Road Death Investigation Manual* has been fully adopted in the force with all supervisory officers within the RPU having been trained as SIOs, which provides 24-hour cover. Family liaison officer training has also taken place with further training planned to ensure resilience.
- The ACPO policy on police pursuits is fully complied with in force, with the RPU taking the lead on pursuits. Each pursuit is dynamically risk-assessed as it develops to ensure the balance between prosecuting offenders and public safety is met.
- There is good liaison and co-operation between the force and the county council in relation to information sharing and casualty reduction. In addition, joint operations involving other agencies such as the Highways Agency and Department for Transport take place throughout the year, both as part of the established Mermaid checks and also automatic number plate recognition (ANPR) operations. There are a number of diversionary schemes in place such as Speedwatch, a three-hour course for those exceeding the speed limit, Better Driving evenings, and drink/drive offenders' courses, which are run by a partner agency.
- Target 2010 sets the casualty reduction targets that are monitored on a daily basis and reported monthly to the crime and operations meeting (force meeting). A performance monitoring regime managed by the RPU inspector feeds into a departmental performance monitoring system.
- Good relationships exist between the RPU and the CPS, with the latter providing access to a dedicated caseworker on two days a week, thereby ensuring a high standard of prosecution files.

Areas for Improvement

- While there is regular contact between the RPU and their regional counterparts, there is no systematic sharing of intelligence between the respective units, which

would enhance the understanding of the threat to users of the roads from issues such as terrorism and organised crime, allowing more effective deployment of assets. The department has recognised that a dedicated analytical capability would be beneficial and is in the process of recruiting one.

- The level 2 tasking and co-ordination process does not task the RPU (or operations department generally) to greatest effect. Generally, while officers are tasked with areas to patrol, no specific measurement of effectiveness appears to exist.
- There has been some development in the performance regime for the RPU since the last baseline assessment, albeit there is an acknowledgement that there is still some way to go. The RPU inspector has monthly meetings with shift sergeants to discuss performance and this forms the basis of the PDR process. Refresher training on subjects such as 'stop search' has been carried out, and is continuing. The RPU has its own performance management package, which does contain some crime-focused indicators, although does not comprehensively link to the five key areas of the national strategy, including tackling criminal use of the road. Greater use of the force performance indicator pack would ensure that the unit is inextricably linked to tackling force priorities.
- Operations relating to the use of the ANPR system have been devolved from the operations department to areas. Since this devolvement, concerns have been expressed by some members of staff as to the effectiveness of these arrangements. The head of department is aware of these concerns and is reviewing how ANPR resources are organised to ensure their most effective contribution.

6 Resource Use (Domain B)

There are considerable opportunities for development within the human resource (HR) function; a costed plan is yet to be introduced, significant policies had been overdue for review and relationships between senior HR managers and staff associations could be improved. More positive is the response to the issue of health and safety (H&S), which is given proper prominence by the force. There has been a very impressive reduction in lost time through accidents and the force was recently nominated for its fourth national H&S award. Training and development is an area for improvement, however, the establishment of a training priority panel is a positive step and an improving situation is now emerging. Race and diversity is an area of strength for the force with a significant personal commitment being shown by the Chief Constable. Resource management is appropriate with active involvement of the police authority being evident. In relation to science and technology management, a relatively modern range of applications is in use, with the employment of Genie software enabling searches across a variety of databases. Resources within the IT department is an issue and while there has been a modest increase in staff recently, the ability of the department to undertake proactive work is limited. While the NIM process is well developed at area level, the force-level process requires further development, which is being championed at executive level.

6A Human Resource Management

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| | Fair | Stable |
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Strengths

- There is devolution of HR management to area level. At this level responsibility rests with area HR managers who are professionally qualified. This structure is supported by a central department at HQ, which is managed by the director of HR, who is part of the chief officer team and has overall executive responsibility for the function.
- The DCC provides a strong lead in H&S matters through his chairing of the executive health and safety committee. A series of robust monitoring and reporting mechanisms is in place, supported by a network of area and departmental H&S committees. The police authority is appropriately involved and informed in H&S matters.
- The annual H&S plan and its objectives and targets are managed and monitored by a knowledgeable H&S manager. Incidents and near misses are monitored and used to influence policies and procedures. There has been a very impressive reduction in lost time through accidents and the force was recently nominated for its fourth national H&S award.
- A staff perception survey was recently conducted across the force. The findings from this are being drawn together to inform an action plan for the organisation.
- The PDR system has been re-invigorated to generate a higher completion rate and better quality. Bonus payments have been introduced for police officers that display PDR excellence. Also, every line manager now has an objective to ensure that all officers complete the PDR process.
- All posts are now based around the integrated competency framework. Staff at all

levels understand how their PDR objectives link to corporate priorities. Front-line staff have numerical targets within their objectives.

- A significant commitment is made towards the recruitment of both women and black and minority ethnic members of staff. As well as media campaigns and seminars, a ten-week access course is run to assist applicants from these under-represented groups.

Areas for Improvement

- The introduction of a costed HR plan has been delayed for some time and is still in early draft format.
- There does not appear to be an effective performance management regime within the HR department. This needs to be developed to ensure HR is inextricably linked to operational service improvements.
- The relationship between staff associations and senior HR managers is not as positive as it could be. This appears to have developed from a perceived lack of responsiveness from the HR department, together with limiting time to respond to, and involvement in, important organisational policy issues. An example cited was that the police federation had a request to become involved in the absence management process declined. While it is accepted that data protection could be an issue, the police federation may be able to make a significant contribution in facilitating colleagues' early return to work.
- Despite the advances in relation to the PDR process for police officers, a significant proportion of police staff do not currently have a PDR. A new process is due to be introduced however, and this should rectify the situation
- There is an acknowledgement by the force that some significant HR policies have been out of date or not reviewed for some time, including flexible working, the grievance procedure and absence management. The employee relations unit has been given responsibility for the prioritising and updating of these.
- There is a perception by some staff within the force that the central HR department focuses on compliance with rules and policies, rather than ensuring that it maximises its contribution to front-line service delivery. Examples cited of this were: every job is advertised externally despite suitable applicants being available, therefore slowing the process down; re-grading of specialist staff taking over 15 months to complete; and taking policy decisions without consulting the relevant users or staff association.

6B Training and Development

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| Poor | Improving |
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Strengths

- The force has recently established a training priority panel, which will be the decision-making body in respect of training issues. The panel is chaired by the ACC (crime) as client, while the director of HR and other members of the learning and development team also form part of the panel as contractors.
- The police authority personnel committee reviews the best value implementation plan on a quarterly basis. To supplement this, a regular programme of informal briefings also takes place.
- PDRs are monitored at area and force level. The force has developed a monitoring mechanism in line with the National Strategy for Police Information Systems (NSPIS) HR and has trained appropriate personnel in its use.

Areas for Improvement

- The force needs to ensure that the training strategy is more aligned to the guidance given in relevant Home Office circulars, particularly in relation to individual responsibilities.
- The force must ensure that the training plan is aligned to guidance given in relevant Home Office circulars, with clear links to corporate and area objectives.
- The force must ensure that the training plan captures all training in the force, irrespective of who provides it.
- The force needs to introduce a corporate quality assurance strategy in respect of all training and trainers.
- The force must develop a formal strategy for engaging communities in the broader aspects of training.
- The force should address the resourcing of the evaluation function for training. This should also ensure independence from the training department and include a clear mechanism for commissioning and actioning evaluation projects and their recommendations.
- The force must ensure that all training programmes are mapped against the integrated competency framework.

6C Race and Diversity

Good

Strengths

- The ratio of officers from black and minority ethnic (BME) backgrounds who resign, compared with white officer resignations, has fallen significantly for the year 2004/05, compared with the previous year, and is better than the MSF and national average.
- Significant steps have been made in relation to the recruitment of BME and female officers, including good media work within specific communities and preparation and awareness courses. As a result, the percentage of recruits from BME communities is greater than the MSF or national average.
- The strategic equality and confidence board, has replaced the diversity board and is chaired by the Chief Constable, who commits significant personal energy in promoting the diversity agenda within the force. The board includes members from the staff associations and unions, as well as members of the five internal support networks.
- The constabulary has implemented an equality scheme covering all six strands of diversity. This scheme has received CRE endorsement. The scheme includes an action plan with allocated responsibilities, timed milestones.
- The police authority has a diversity panel that scrutinises the organisation's progress and performance on diversity issues. This panel also includes members of the internal support networks.
- The constabulary has made a significant commitment to diversity, employing a qualified diversity manager, a diversity project co-ordinator, a diversity administrative assistant, and a full-time Black Police Association (BPA) co-ordinator and is currently recruiting for an equality scheme co-ordinator. In addition, a police officer is currently working within the unit to assist with community consultation and equality scheme work.
- The force has, for the past four years, participated in the annual benchmarking exercise conducted by Race for Opportunity and Opportunity Now, which allows external scrutiny on monitoring data and policy development and practices in the areas of gender and race.
- The internal support networks have trained equality supporters who are able to provide advice and support to staff reporting discrimination. The equality supporters are provided with annual training and hold quarterly meetings, ensuring that they are kept up to date.
- Chief officers and superintendents all have equality objectives within their existing PDRs. This will be widened to include the rest of the constabulary within the next year.
- Diversity training is conducted by After Thought, a private company employed by the force. This training, has received very favourable feedback from staff. While the force is committed to providing training to all members of staff, some have evaded it either unavoidably or intentionally. The force may wish to monitor this situation to ensure that its training programme captures all staff.

- The diversity strategy has been developed through consultation both internally and externally through well-established groups such as PAGRI and the council of faiths. The force has also recognised that an area for development exists in relation to the engagement of diverse local communities in training design and evaluation. It is progressing this as a key action in the continuous improvement plan.
- The BPA is well established in the force and they have a full-time co-ordinator and a generous budget. They consider that they receive substantial support from chief officers.
- Training on the implications of the Disability Discrimination Act is in the process of being delivered to all managers of the rank of inspector and their police staff equivalents.
- The force has taken significant steps in providing reasonable adjustments for members of staff with disabilities. Such steps include the provision of technical and practical support.
- Commitment is shown to flexible working arrangements, with home working currently being trialled for several operational policing roles, including an operational inspector and a detective constable.
- A staff survey was conducted in September 2004, which covered issues around diversity, including sexual orientation, management style and force culture. A raffle prize was offered as an incentive for staff to complete the survey. It is intended to use the outcomes to identify both development needs and good practice.

Areas for Improvement

- A number of force policies/regulations that relate to issues of diversity are not currently up to date; these include religion and belief regulations, sexual orientation regulations and guidance on disability discrimination. This is recognised by the force and resources have now been dedicated to deal with the issue.
- Feedback from some staff is that there is a lack of confidence in the current grievance system and the ability of managers to effectively deal with them. The grievance procedure has not been updated for some time, although a new system is due to be launched in the near future. The force is to invest in a programme of training for grievance handlers to correspond with this.
- It has been recognised that there is an under-representation of women officers in the operations department and among women applying for promotion. The force is seeking to address this through a pilot mentoring scheme for women sergeants and inspectors across the force.
- Exit interviews are always conducted with those leaving the organisation. The BPA also conduct such interviews independently, however the findings sometimes differ. Despite this, such information is not fed back into the organisation by the BPA. While it is recognised that confidentiality, where requested, is essential, better information sharing would provide an opportunity for improved organisational learning.

6D Resource Management

Good

Stable

Strengths

- Figures provided by the force show that the percentage of police officers in operational posts increased to 95% in 2004/05, which is better than the MSF and national average.
- The finance director is a member of the chief officer group. He meets with other Midlands region finance directors on a regular basis to discuss areas of concern and good practice.
- The police authority finance and general purposes committee are actively involved in the financial planning process. They are appropriately robust in their approach to monitoring and review. There is a good structure to ensure that resource usage is monitored effectively at force level.
- There are four qualified accountants within the HQ finance department establishment of seven. Each area and department has an appropriately qualified management support officer and finance support officer. The finance director reviews and signs off area and departmental budgets every two months.
- Expenditure is devolved to areas and departments with the exception of police pay, pensions and a small number of corporate budgets. The force considers that the budgets not devolved require central management to ensure appropriate governance arrangements. Police staff pay monies accrued through vacancies on area are now gained by that host area/department.
- To assist the force in income generation a sponsorship and grants officer has been appointed. He has obtained £5.8 million in non-mainstream funding and £200,000 in sponsorship in the last financial year.
- The force efficiency plan was achieved in 2004/05. This is evaluated by the DCC with costings provided by the finance function.
- Budget management is now included as a key aspect of the PDR process for area commanders and department heads.
- National collaborative arrangements are used for uniform purchase and regional collaborative arrangements are used for service contracts. Where such collaborative arrangements are not available, contracts via the Office of Government and Commerce or the Police Information Technology Organisation (PITO) are utilised. On an annual basis a savings target of £200,000 is allocated to contract and purchasing.
- The force has allocated a senior officer to examine greater collaboration opportunities across the East Midlands region.
- A resource allocation model is run every three months and checked against the electronic nominal roll to ensure resources on area are appropriately balanced. Any amendments required are done with new resources.
- In the *Audit Commission National ABC Data Quality Report* issued in May 2005

the results for the force are shown as:

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

- The force has demonstrated its commitment to implement activity-based costing (ABC) and will now, with the authority wish to continue to develop the use of ABC and activity analysis in particular as a key element of management information, drive the linking of resources to performance. Progress will be monitored on an annual basis by the Audit Commission with results included in future baseline assessments.
- Currently the force spends in the region of £5 million per annum on transport. It has recently commissioned Cranfield University to examine the issue to ensure it is making the most effective use of these resources. Early indications are that significant efficiency savings may be made.
- The property services department was a founder member of the national police benchmarking group and the property manager is a member of the core topic group. The force uses benchmarking information to identify good practice and contribute towards the maintenance and development of the police estate. Through this comparison with other forces, it has enabled the proactive development of the planned maintenance programme to achieve a high standard of accommodation.

Areas for Improvement

- There is not currently a written protocol setting out the respective roles and responsibilities of the force finance director and the police authority treasurer.
- There is an intention to deploy the computerised duty management system, which will vastly improve the force's resource management capability, by providing up-to-date deployment information. Unfortunately, implementation of this system has been delayed until 2006, which leaves the force reliant on an electronic nominal roll in the meantime.
- Abstractions of CID officers to major enquiries have been a significant issue, which has been unresolved for some time. Areas are suffering considerable abstraction rates and are often back-filling posts with less experienced uniform officers. The force has reviewed this situation and is in the process of increasing the establishment of the major crime unit. However, it needs to ensure that once this has been done, this issue is completely resolved to enable areas to resource-plan effectively.
- The 2x2x2-shift pattern (a rotating system comprising of two early, two late and two night shifts) is employed by the force for the vast majority of its front-line staff. However, it is apparent that across the majority of the force the standard shift start times are rigidly applied without reference to demand. The force may wish to ensure it maximises all opportunities within the shift pattern to balance resources against demand.

6E Science and Technology Management

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|------|--------|
| Good | Stable |
|------|--------|

Strengths

- The ACPO lead for IT is the director of finance, who has a good understanding of the force's technological capability and the head of profession is very knowledgeable.
- The force information system strategy provides a clear strategy, linked to both the force plan and the Home Office science and technology strategy. This provides a medium to long-term plan, with an annual programme of work. This was signed off by the information management strategy group, which is chaired by the director of finance.
- The force five-year capital programme includes IT developments for the period 2003/04 through to 2007/08, and provides a costed roadmap with which to deliver the IT strategy.
- The force has a relatively modern range of applications. Local integration of systems and access to data to support operational policing has been addressed through the development of the Genie product. This product provides a powerful search capability across all disparate databases.
- The current force data network allows access to all locations, right down to single-user locations such as parish offices and local prisons.
- A disaster recovery site for call and incident management is now fully operational at Euston Street police station.
- The management and resolution of user issues is efficiently handled by the helpdesk, and the service provided is well regarded by the user population.
- The force has been fully involved in the PITO penetration tests and was actually a 'launch site' for the tests across CJX. The results from the tests were good.
- Desktop equipment is relatively up to date, all being under four years old.

Areas for Improvement

- There is no disaster recovery facility for case and custody. However, NSPIS case and custody is due to go live across the force sometime in 2006, which will spread hardware over two sites and give a degree of resilience.
- The IT department is substantially less well resourced than other forces of a similar size. This severely restricts the ability of the department to do any significant proactive work. The problem is particularly acute within the information systems section, due to the roll-out of key national systems and upgrade of the force infrastructure. Mobile computing and document management are two areas of work where little progress has been made owing to lack of resources.

6F National Intelligence Model

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|-------------|---------------|
| Good | Stable |
|-------------|---------------|

Strengths

- The force inspectorate is undertaking a review of NIM compliance to new codes prior to November 2005. This is a good opportunity to identify good practice and areas for improvement across the force.
- The NIM process at area level is very well developed, with staff having a clear understanding of the process, their responsibilities and contribution to it. Intelligence at this level is analysed well and the products are of a good quality.
- Daily tasking on area using a 'ring round' maintains the focus of staff on priorities and allows any issues requiring attention to be brought to the attention of senior area managers.
- The ACC (crime) leads on NIM matters. There are clear structures in place in relation to NIM processes. The force NIM strategic assessment is considered during planning processes and the priorities are reflected within force plans. The force is in the process of better aligning the NIM and the business planning processes.
- The force shares the contents of the level 1and 2 control strategies with key partners through specific briefings.
- The force has a system known as Genie which allows it to search all the intelligence systems owned by Derbyshire Constabulary. Derbyshire also has this system for counter-searching and it is anticipated that other forces in the region will purchase it in due course.

Areas for Improvement

- The force-level NIM process is acknowledged as requiring development to ensure the same level of resource direction and accountability as the area process. The ACC (crime) has already begun to make the necessary changes and is committed to ensuring force resources are used to maximum effect.
- Greater involvement of key partners in the NIM process, at both levels, would ensure better understanding, commitment and co-operation towards shared objectives.
- The force needs to integrate the NIM into other business processes to ensure that their operational priorities are driving the support functions effectively.
- The force should consider determining standards for the actioning of the covert human intelligence source (CHIS) and other actionable intelligence in a similar manner to the way it has for forensic 'hits'.

7 Leadership and Direction

The strategic direction of the force is absolutely clear. The Second to None programme and, more recently, Getting Personal focus on improving operational service delivery and raising public confidence. These have been well communicated both internally (including a significant commitment to chief officer road shows) and externally. The chief officer team commit significant energy into the development of the force, primarily through the Second to None and Getting Personal programmes. These programmes have been well articulated through good communications networks, ensuring appropriate understanding of the vision and values of the force. The Chief Constable chairs the CSPB, which provides a clear and accountable governance structure to manage force performance and development. The relationship with the police authority is positive, with the authority being appropriately engaged in both volume and serious crime performance issues. Performance management information has improved significantly since the previous assessment, along with a strengthening of the performance regime to ensure all staff are held to account appropriately.

7A Leadership

| |
|-------------|
| Good |
|-------------|

Strengths

- The Chief Constable's passion, energy, vision (Second to None programme and the Getting Personal programme) and impact are striking. The chief officers have a good level of awareness of those business areas requiring improvement and are channelling significant energy into them. An example of this is that both ACCs are present, committed to, and developing the force-level performance meetings.
- Relationships with the police authority are strong and the chair and the Chief Constable agree on the challenges the force faces, including the race and diversity issues. The police authority is briefed regularly on force performance and both volume and serious crime issues are discussed. The support by the police authority extends to sharing a joint agenda in explaining policing to the local authorities, both before precept and afterwards in the county.
- The Chief Constable commits significant personal energy and influence in steering and promoting the diversity agenda within the force. He holds the lead within the organisation by personally driving these issues through the strategic equality and confidence board, which encompasses the six strands of diversity. The chief officer group provides a clear, consistent message in relation to diversity.
- Area commanders and heads of departments are considered to be a part of the 'extended' top team. This involvement supports the commitment to Getting Personal and encourages 'buy-in' to organisational decision making as well as evidencing the open, supportive management style of the chief officer group.
- The three-year force strategy and annual plan are clear and articulate well the direction (with milestones) that the force is going.
- There is good continuity across the chief officer group, with clear evidence of succession planning, skill development and getting the right people into the right

job, especially at a senior level.

- The Chief Constable is committed to the communication of the organisation's vision and values and personally conducts road shows with inspectors and sergeants to get the message across.
- *In Touch*, the in-force newsletter, is well constructed and also communicates the key force issues.
- The Solutions staff suggestion scheme is both visible and well used. The scheme is linked to incentives for staff whose suggestions are accepted.
- A staff perception survey has recently been carried out and the results, which are broadly positive, have been used to inform a corporate action plan.
- The Chief Constable has actively engaged the local media, which has led to a greater understanding of policing issues and balanced reporting.
- The force has recently increased its investment in corporate communications and is about to publish a comprehensive communication and marketing strategy.

Areas for Improvement

- Staff associations have expressed concern about the lack of time allowed to them to comment on complex policy issues and the general lack of responsiveness of the HR department. There is evidently an undercurrent of frustration within the staff associations at present and an opportunity for relationship building exists, the force may wish to consider how best to address this.
- The force's grievance procedure is well out of date and does not have the confidence of staff. The force is aware of this and it is being addressed.

7B Strategic Management

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|-------------|---------------|
| Good | Stable |
|-------------|---------------|

Strengths

- The strategic direction of the force is absolutely clear. The Second to None programme and, more recently, Getting Personal focus on improving operational service delivery and raising public confidence. These have been well communicated both internally (including a significant commitment to chief officer road shows) and externally. The Chief Constable chairs the CSPB, which provides a clear and accountable governance structure to manage force performance and development.
- The strategic scanning group has a remit to identify issues likely to impact on the governance and performance of the force. The group has members who have developed close links with the police reform/modernisation programme, both nationally and with similar forces, ensuring it is as well informed as it can be.
- The force has negotiated, through the CSPB, common CDRP targets for burglary, violent crime and vehicle crime across all CDRPs in the county to provide a common and consistent approach.
- The force was a pilot for the National Reassurance Project and is currently piloting neighbourhood policing in one LPU area, with the project team looking to roll out neighbourhood policing across the force by the end of the year. This citizen focus is a key aspect of the force strategy and is clearly communicated within the force plans.
- The strategic alignment group provides the systematic approach to resource allocation. A resource allocation model is run on a regular basis and information on resource distribution is discussed quarterly at chief officer group.
- The force is into its second year of using the ABC model to influence resource allocation and deployment.

Areas for Improvement

- Whereas there is clear evidence of a logical planning cycle linking into the NIM, there are still opportunities to improve the links between the NIM and the HR and training planning activities.

7C Performance Management and Continuous Improvement

| | |
|-------------|---------------|
| Good | Stable |
|-------------|---------------|

Strengths

- The chief officer group is very clear about the performance of the force. They are all personally involved in driving activity in their respective areas of business and are constantly looking for opportunities to improve.
- Performance information has developed significantly since the last baseline assessment. Good use is made of the monthly performance information pack, crime data is now available electronically each week and personal performance information is also available. This has certainly improved the understanding and focus on what is important.
- The programme board structure is an effective way of monitoring and managing the performance of the organisation. Activity and research is commissioned by these boards to improve performance in their relevant area of business.
- Performance against local policing plan targets is a key objective within the PDR process for area commanders. The process ensures ownership of area performance at the most senior level. Area commanders are also well signed-up to CDRP plans and performance. Performance targets are also included in the PDR of front-line staff.
- Where excellent performance is recognised as part of the PDR process, it is rewarded with a bonus payment. Regular award ceremonies are held at both area and force level to acknowledge good work by police officers, police staff and members of the public.
- The force inspectorate has been expanded and its activities are now clearly linked to performance issues.
- The ACCs have a framework for area and LPU visits, where they discuss performance issues. The Chief Constable holds monthly meetings with inspectors and undertook a series of road shows in 2004. This will continue with the Getting Personal road show in 2005.

Areas for Improvement

- The performance regime has been getting stronger and is being pursued most obviously through the ACC's crime and operations meeting. The accountability and performance review of HQ departments requires further development and the ACC (crime) is addressing this.
- The targets and personal requirement on individuals to perform are still not well understood by the ground floor. Front-line officers in particular are very resistant to performance targets and may not fully understand the rationale behind them. While the force has tried hard to communicate this message clearly, there may be some benefit in reinforcing this communication.

*Leicestershire Constabulary – Baseline Assessment
October 2005*

Appendix 1: Performance Tables

| 1A: Fairness and Equality | | | | | | | |
|---|--------|-----------|--------|----------------|-----------------|---------------------|----------------------|
| Indicator | 2003/4 | 2004/5 | Change | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| % of victims of racist incidents very/completely satisfied with respect to the overall service provided (SPI 3a) | N/A | 62.3% | N/A | 50.4% | 1 out of 8 | 48.6% | 7 out of 37 |
| % of victims of racist incidents satisfied with respect to the overall service provided (SPI 3a) | N/A | 80.8% | N/A | 73.0% | 2 out of 8 | 71.5% | 6 out of 37 |
| % of white users very/completely satisfied with respect to the overall service provided (SPI 3b) | N/A | 56.0% | N/A | 56.1% | 5 out of 8 | 56.8% | 23 out of 37 |
| % of users from BME groups very/completely satisfied with respect to the overall service provided (SPI 3b) | N/A | 55.4% | N/A | 49.4% | 2 out of 8 | 44.1% | 8 out of 37 |
| Difference between very/completely satisfied rates (SPI 3b) | N/A | 0.66 pts | N/A | 6.74 pts | N/A | 12.7 pts | N/A |
| % of white users satisfied with respect to the overall service provided (SPI 3b) | N/A | 75.7% | N/A | 76.2% | 6 out of 8 | 78.0% | 30 out of 37 |
| % of users from BME groups satisfied with respect to the overall service provided (SPI 3b) | N/A | 77.1% | N/A | 73.0% | 2 out of 8 | 71.2% | 13 out of 37 |
| Difference between satisfied rates (SPI 3b) | N/A | 1.319 pts | N/A | 3.18 pts | N/A | 6.8 pts | N/A |
| % of PACE stop/searches of white persons which lead to arrest (SPI 3c) | * | * | * | * | * | * | * |
| % of PACE stop/searches of persons from BME groups which lead to arrest (SPI 3c) | * | * | * | * | * | * | * |
| Difference between PACE arrest rates (SPI 3c) | * | * | * | * | * | * | * |
| % detected violence against the person offences for victims from BME groups (SPI 3d) | N/A | 26.2% | N/A | 33.5% | 6 out of 7 | 24.7% | 27 out of 34 |
| % detected violence against the person offences for White victims (SPI 3d) | N/A | 34.7% | N/A | 43.0% | 5 out of 7 | 34.6% | 19 out of 34 |
| Difference in violence against the person detection rates. (SPI 3d) | N/A | 8.477 pts | N/A | 9.5 pts | N/A | 9.9 pts | N/A |
| Difference between PACE stop/searches per 1,000 white and per BME population | * | * | * | * | * | * | * |
| Racially or religiously aggravated offences per 1000 population | 0.86 | 1.04 | 21.1 % | 0.55 | 8 out of 8 | 0.70 | 40 out of 42 |
| % detected racially or religiously aggravated offences | 33.4% | 36.3% | 3 Pts | 39.7% | 7 out of 8 | 36.4% | 31 out of 43 |

| 1B: Neighbourhood Policing and Community Engagement | | | | | | | |
|---|--------|--------|--------|----------------|-----------------|---------------------|----------------------|
| Indicator | 2003/4 | 2004/5 | Change | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| % of people who think that their local police do a good job (SPI 2a) | N/A | 53.3% | N/A | 45.7% | 1 out of 8 | 48.6% | 8 out of 42 |

* This data was not available at time of publication

Leicestershire Constabulary – Baseline Assessment
October 2005

| 1C: Customer Service and Accessibility | | | | | | | |
|---|--------|--------|--------|----------------|-----------------|---------------------|----------------------|
| Indicator | 2003/4 | 2004/5 | Change | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| % of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to making contact with the police (SPI 1a) | N/A | 71.8% | N/A | 68.5% | 2 out of 8 | 65.9% | 11 out of 37 |
| % of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to action taken by the police (SPI 1b) | N/A | 56.9% | N/A | 55.4% | 4 out of 8 | 54.9% | 19 out of 37 |
| % of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to being kept informed of progress (SPI 1c) | N/A | 39.5% | N/A | 37.9% | 3 out of 8 | 38.8% | 21 out of 37 |
| % of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to their treatment by staff (SPI 1d) | N/A | 72.6% | N/A | 70.3% | 4 out of 8 | 69.5% | 15 out of 37 |
| % of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to the overall service provided (SPI 1e) | N/A | 55.5% | N/A | 55.5% | 5 out of 8 | 55.6% | 23 out of 37 |
| % of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to making contact with the police (SPI 1a) | N/A | 89.4% | N/A | 88.0% | 3 out of 8 | 87.8% | 16 out of 37 |
| % of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to action taken by the police (SPI 1b) | N/A | 76.3% | N/A | 73.8% | 3 out of 8 | 75.4% | 22 out of 37 |
| % of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to being kept informed of progress (SPI 1c) | N/A | 58.1% | N/A | 55.1% | 3 out of 8 | 58.5% | 22 out of 37 |
| % of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to their treatment by staff (SPI 1d) | N/A | 88.3% | N/A | 86.5% | 3 out of 8 | 87.8% | 18 out of 37 |
| % of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to the overall service provided (SPI 1e) | N/A | 75.6% | N/A | 75.9% | 5 out of 8 | 77.3% | 28 out of 37 |
| % of people who think that their local police do good job (SPI 2a) | N/A | 53.3% | N/A | 45.7% | 1 out of 8 | 48.6% | 8 out of 42 |
| % of victims of racist incidents very/completely satisfied with respect to the overall service provided (SPI 3a) | N/A | 62.3% | N/A | 50.4% | 1 out of 8 | 48.6% | 7 out of 37 |
| % of victims of racist incidents satisfied with respect to the overall service provided (SPI 3a) | N/A | 80.8% | N/A | 73.0% | 2 out of 8 | 71.5% | 6 out of 37 |
| % of PA buildings open to the public which are suitable for and accessible to disabled people | 68.6% | * | * | 82.9% | * | 76.9% | * |

* This data was not available at time of publication

*Leicestershire Constabulary – Baseline Assessment
October 2005*

| 2A: Reducing Hate Crime and Crimes Against Vulnerable Victims | | | | | | | |
|--|--------|--------|--------|----------------|-----------------|---------------------|----------------------|
| Indicator | 2003/4 | 2004/5 | Change | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| % of domestic violence incidents with a power of arrest where an arrest was made related to the incident (SPI 8a) | N/A | * | * | 45.0% | * | 55.7% | * |
| % of partner-on-partner violence (SPI 8b) | * | * | * | 80.9% | - | 74.1% | - |
| Racially or religiously aggravated offences per 1000 population | 0.86 | 1.04 | 21.1 % | 0.55 | 8 out of 8 | 0.70 | 40 out of 42 |
| % detected racially or religiously aggravated offences | 33.4% | 36.3% | 3 Pts | 39.7% | 7 out of 8 | 36.4% | 31 out of 43 |

| 2B: Volume Crime Reduction | | | | | | | |
|--|--------|--------|---------|----------------|-----------------|---------------------|----------------------|
| Indicator | 2003/4 | 2004/5 | Change | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| % risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) (SPI 4a) | 4.3% | 6.1% | 1.8 Pts | 6.6% | 3 out of 8 | 5.3% | 28 out of 42 |
| % risk of a household being victim once or more in the previous 12 months of a household crime (SPI 4b) | 14.3% | 15.1% | 0.8 Pts | 18.3% | 2 out of 8 | 17.9% | 12 out of 42 |
| Domestic Burglary per 1,000 households (SPI 5a) | 17.05 | 15.11 | -11.4 % | 13.36 | 5 out of 8 | 14.40 | 32 out of 43 |
| Violent crime per 1,000 population (SPI 5b) | 21.38 | 25.85 | 20.9 % | 21.03 | 8 out of 8 | 22.44 | 38 out of 42 |
| Robberies per 1,000 population (SPI 5c) | 1.57 | 1.42 | -10 % | 1.06 | 6 out of 8 | 1.68 | 33 out of 42 |
| Vehicle crime per 1,000 population (SPI 5d) | 14.93 | 12.12 | -18.8 % | 13.38 | 4 out of 8 | 13.99 | 24 out of 42 |
| Life threatening crime and gun crime per 1,000 population (SPI 5e) | 0.68 | 0.67 | -1.4 % | 0.39 | 8 out of 8 | 0.61 | 33 out of 42 |
| Total recorded crime per 1000 population | 102.64 | 102.63 | 0 % | 100.85 | 6 out of 8 | 105.37 | 29 out of 42 |
| Violent Crime committed by a stranger per 1,000 population | 12.10 | 13.30 | 9.9 % | 9.07 | 6 out of 6 | 9.87 | 31 out of 34 |
| Violent Crime committed in a public place per 1,000 population | 10.41 | 11.59 | 11.3 % | 12.73 | 4 out of 6 | 13.86 | 22 out of 34 |
| Violent Crime committed under the influence of intoxicating substances per 1,000 population | 0.46 | 2.63 | 473.3 % | 4.52 | 2 out of 6 | 4.16 | 10 out of 32 |
| Violent crime committed in connection with licensed premises per 1,000 population | 1.39 | 1.60 | 15.1 % | 1.53 | 4 out of 6 | 1.44 | 21 out of 32 |
| % of domestic burglaries where the property has been burgled in the previous 12 months | 7.7% | * | * | 6.6% | * | 8.3% | * |

* This data was not available at time of publication

Leicestershire Constabulary – Baseline Assessment
October 2005

| 2C: Working with Partners to Reduce Crime | | | | | | | |
|--|--------|--------|---------|----------------|-----------------|---------------------|----------------------|
| Indicator | 2003/4 | 2004/5 | Change | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| % risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) (SPI 4a) | 4.3% | 6.1% | 1.8 Pts | 6.6% | 3 out of 8 | 5.3% | 28 out of 42 |
| % risk of a household being victim once or more in the previous 12 months of a household crime (SPI 4b) | 14.3% | 15.1% | 0.8 Pts | 18.3% | 2 out of 8 | 17.9% | 12 out of 42 |
| Domestic Burglary per 1,000 households (SPI 5a) | 17.05 | 15.11 | -11.4 % | 13.36 | 5 out of 8 | 14.40 | 32 out of 43 |
| Violent crime per 1,000 population (SPI 5b) | 21.38 | 25.85 | 20.9 % | 21.03 | 8 out of 8 | 22.44 | 38 out of 42 |
| Robberies per 1,000 population (SPI 5c) | 1.57 | 1.42 | -10 % | 1.06 | 6 out of 8 | 1.68 | 33 out of 42 |
| Vehicle crime per 1,000 population (SPI 5d) | 14.93 | 12.12 | -18.8 % | 13.38 | 4 out of 8 | 13.99 | 24 out of 42 |
| Life threatening crime and gun crime per 1,000 population (SPI 5e) | 0.68 | 0.67 | -1.4 % | 0.39 | 8 out of 8 | 0.61 | 33 out of 42 |
| Total recorded crime per 1000 population | 102.64 | 102.63 | 0 % | 100.85 | 6 out of 8 | 105.37 | 29 out of 42 |

| 3A: Investigating Major and Serious Crime | | | | | | | |
|---|--------|--------|----------|----------------|-----------------|---------------------|----------------------|
| Indicator | 2003/4 | 2004/5 | Change | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| Life threatening crime and gun crime per 1,000 population (SPI 5e) | 0.68 | 0.67 | -1.4 % | 0.39 | 8 out of 8 | 0.61 | 33 out of 42 |
| Number of abductions per 10,000 population | 0.138 | 0.16 | 15.4 % | 0.028 | 8 out of 8 | 0.016 | 42 out of 42 |
| % of abduction crimes detected | 0.0% | 13.3% | N/A | 37.0% | 4 out of 8 | 34.9% | 14 out of 43 |
| Number of attempted murders per 10,000 population | 0.15 | 0.18 | 21.4 % | 0.12 | 7 out of 8 | 0.14 | 35 out of 42 |
| % of attempted murder crimes detected | 85.7% | 64.7% | -21 Pts | 71.8% | 7 out of 8 | 72.7% | 36 out of 43 |
| Number of blackmail per 10,000 population | 0.383 | 0.32 | -16.7 % | 0.22 | 7 out of 8 | 0.28 | 38 out of 42 |
| % of blackmail crimes detected | 25.0% | 20.0% | -5 Pts | 28.6% | 7 out of 8 | 26.2% | 32= out of 43 |
| Number of kidnappings per 10,000 population | 0.501 | 0.64 | 27.7 % | 0.44 | 7 out of 8 | 0.53 | 37 out of 42 |
| % of kidnapping crimes detected | 38.3% | 38.3% | 0 Pts | 44.6% | 5 out of 8 | 44.3% | 31 out of 43 |
| Number of manslaughters per 10,000 population | 0.011 | 0.011 | 0 % | 0.023 | 3 out of 8 | 0.025 | 9 out of 42 |
| % of manslaughter crimes detected | 100.0% | 0.0% | -100 Pts | 68.2% | 7= out of 8 | 119.2% | 33= out of 43 |
| Number of murders per 10,000 population | 0.17 | 0.085 | -50 % | 0.088 | 5 out of 8 | 0.138 | 16 out of 42 |
| % of murder crimes detected | 87.5% | 87.5% | 0 Pts | 104.7% | 6 out of 8 | 94.5% | 30= out of 43 |
| Number of rapes per 10,000 population | 2.66 | 3.28 | 23.2 % | 2.57 | 7 out of 8 | 2.65 | 37 out of 42 |
| % of rape crimes detected | 27.6% | 23.1% | -4.5 Pts | 27.1% | 8 out of 8 | 29.5% | 33 out of 43 |

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*Leicestershire Constabulary – Baseline Assessment
October 2005*

| 3B: Tackling Level 2 Criminality | | | | | | | |
|---|----------|------------|----------|----------------|-----------------|---------------------|----------------------|
| Indicator | 2003/4 | 2004/5 | Change | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| Violent crime per 1,000 population (SPI 5b) | 21.38 | 25.85 | 20.9 % | 21.03 | 8 out of 8 | 22.44 | 38 out of 42 |
| Life threatening crime and gun crime per 1,000 population (SPI 5e) | 0.68 | 0.67 | -1.4 % | 0.39 | 8 out of 8 | 0.61 | 33 out of 42 |
| Number of Class A drug supply offences brought to justice per 10,000 population (SPI 6c) | 0.19 | 0.30 | 60 % | 0.19 | N/A | 0.25 | N/A |
| % of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine (SPI 6c) | 30.3% | 9.3% | -69.2 % | 18.4% | N/A | 21.9% | N/A |
| % of all Class A drug supply offences resulting in a caution or conviction that relate to heroin (SPI 6c) | 34.9% | 49.5% | 41.9 % | 45.0% | N/A | 43.7% | N/A |
| Number of joint operations between the force and NCS | 6.00 | * | * | * | N/A | 3.94 | N/A |
| Number of joint operations between the force and Revenue and Customs | 8 | * | * | * | N/A | 6.78 | N/A |
| No. of confiscation orders | 54 | 87 | 61.1 % | 16.9 | N/A | 43.16 | N/A |
| Total value of confiscation orders | £965,715 | £1,022,995 | 5.9 % | £279,521 | N/A | £1,179,340 | N/A |
| No. of forfeiture orders | 53 | 16 | -69.8 % | 8.2 | N/A | 18.21 | N/A |
| Forfeiture value | £31,755 | £150,422 | 373.7 % | £15,422 | N/A | £79,822 | N/A |
| Trafficking in controlled drugs per 1000 population | 0.47 | 0.47 | -0.5 % | 0.37 | 6 out of 8 | 0.45 | 29 out of 42 |
| % detected trafficking in controlled drugs offences | 93.7% | 88.2% | -5.5 Pts | 98.2% | 6 out of 8 | 91.7% | 29 out of 43 |

| 3C: Investigating Hate Crime and Crime Against Vulnerable Victims | | | | | | | |
|--|--------|--------|--------|----------------|-----------------|---------------------|----------------------|
| Indicator | 2003/4 | 2004/5 | Change | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| % of domestic violence incidents with a power of arrest where an arrest was made related to the incident (SPI 8a) | N/A | * | * | 45.0% | * | 55.7% | * |
| % of partner-on-partner violence (SPI 8b) | * | * | * | 80.9% | * | 74.1% | * |
| Racially or religiously aggravated offences per 1000 population | 0.86 | 1.04 | 21.1 % | 0.55 | 8 out of 8 | 0.7 | 40 out of 42 |
| % detected racially or religiously aggravated offences | 33.4% | 36.3% | 3 Pts | 39.7% | 7 out of 8 | 36.4% | 31 out of 43 |

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*Leicestershire Constabulary – Baseline Assessment
October 2005*

| 3D: Volume Crime Investigation | | | | | | | |
|---|--------|--------|----------|----------------|-----------------|---------------------|----------------------|
| Indicator | 2003/4 | 2004/5 | Change | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| % detected of vehicle crimes (SPI 7e) | 11.5% | 16.3% | 4.8 Pts | 10.9% | 1 out of 8 | 10.1% | 6 out of 43 |
| % detected of violent crime (SPI 7c) | 36.6% | 37.7% | 1.1 Pts | 52.4% | 8 out of 8 | 49.5% | 41 out of 43 |
| % detected of domestic burglaries (SPI 7b) | 14.1% | 13.9% | -0.1 Pts | 15.7% | 6 out of 8 | 15.9% | 33 out of 43 |
| % detected of robberies (SPI 7d) | 17.6% | 17.8% | 0.2 Pts | 23.3% | 8 out of 8 | 19.9% | 39 out of 43 |
| % of notifiable/recoded offences resulting in a charge, summons, caution or taken into consideration at court (SPI 7a) | 19.6% | 24.7% | 5.2 Pts | 22.9% | 2 out of 8 | 21.4% | 14 out of 43 |
| % total crime detected | 22.5% | 25.3% | 2.8 Pts | 27.0% | 7 out of 8 | 25.7% | 32 out of 43 |
| % sanction detected of vehicle crimes | 10.4% | 16.1% | 5.7 Pts | 10.1% | 1 out of 8 | 9.3% | 6 out of 43 |
| % sanction detected of violent crime | 30.0% | 34.4% | 4.4 Pts | 37.5% | 8 out of 8 | 34.3% | 33 out of 43 |
| % sanction detected of domestic burglaries | 11.7% | 13.6% | 1.9 Pts | 14.7% | 6 out of 8 | 14.3% | 28 out of 43 |
| % sanction detected of robberies | 16.7% | 17.5% | 0.8 Pts | 21.3% | 8 out of 8 | 17.2% | 36 out of 43 |
| % detected racially or religiously aggravated offences | 33.4% | 36.3% | 3 Pts | 39.7% | 7 out of 8 | 36.4% | 31 out of 43 |
| Number of notifiable/recoded offences resulting in conviction, caution or taken into consideration at court (SPI 6a) | 17858 | 22875 | 28.1 % | 25362 | N/A | 27381 | N/A |
| % of notifiable/recoded offences resulting in conviction, caution or taken into consideration at court (SPI 6b) | 18.6% | 23.7% | 5.2 Pts | 20.6% | 1 out of 8 | 20.7% | 14 out of 42 |
| Number of Class A drug supply offences brought to justice per 10,000 population (SPI 6c) | 0.19 | 0.30 | 60 % | 0.19 | N/A | 0.25 | N/A |
| % of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine (SPI 6c) | 30.3% | 9.3% | -69.2 % | 18.4% | N/A | 21.9% | N/A |
| % of all Class A drug supply offences resulting in a caution or conviction that relate to heroin (SPI 6c) | 34.9% | 49.5% | 41.9 % | 45.0% | N/A | 43.7% | N/A |

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Leicestershire Constabulary – Baseline Assessment
October 2005

| 3E: Forensic Management | | | | | | | |
|--|--------|--------|-----------|----------------|-----------------|---------------------|----------------------|
| Indicator | 2003/4 | 2004/5 | Change | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| Burglary Dwelling - % scenes examined | 89.0% | 93.4% | 4.4 Pts | 91.8% | 5 out of 8 | 85.4% | 10 out of 42 |
| Theft of motor vehicle (MV) - % scenes examined | 33.0% | 49.0% | 16 Pts | 52.4% | 7 out of 8 | 40.1% | 22 out of 42 |
| % fingerprint recovery from burglary dwelling scenes examined | 32.0% | 25.8% | -6.2 Pts | 36.7% | 7 out of 8 | 32.1% | 37 out of 42 |
| % fingerprint recovery from theft of MV scenes examined | 42.0% | 28.1% | -13.9 Pts | 52.8% | 8 out of 8 | 48.9% | 42 out of 42 |
| % DNA recovery from burglary scenes examined | 5.0% | 4.8% | -0.2 Pts | 8.3% | 7 out of 8 | 8.2% | 41 out of 42 |
| % DNA recovery from theft of MV scenes examined | 22.0% | 14.9% | -7.1 Pts | 17.6% | 6 out of 8 | 20.1% | 33 out of 42 |
| % fingerprint idents from recovery at burglary dwelling scenes | 13.0% | 17.2% | 4.2 Pts | 13.9% | 3 out of 8 | 16.8% | 22 out of 42 |
| % DNA matches from recovery at burglary dwelling scenes | * | 55.9% | N/A | 26.8% | 1 out of 8 | 35.5% | 2 out of 42 |
| % DNA matches from recovery at theft of MV scenes | * | 52.0% | N/A | 33.1% | 2 out of 8 | 38.3% | 7 out of 42 |
| % fingerprint idents from recovery at theft of MV scenes | 24.0% | 41.2% | 17.2 Pts | 23.2% | 1 out of 8 | 27.9% | 7 out of 42 |
| % conversion of fingerprint idents to primary detections | 51.0% | 46.9% | -4.1 Pts | 46.5% | 3 out of 8 | 45.3% | 23 out of 41 |
| % conversion of fingerprint idents to total detections (incl. secondary) | 126.0% | 86.4% | -39.6 Pts | 108.1% | 5 out of 8 | 82.5% | 19 out of 41 |
| % DNA primary detections per match | 51.0% | 46.3% | -4.7 Pts | 51.7% | 6 out of 8 | 49.5% | 29 out of 42 |
| % DNA total detections per match (incl. secondary) | 125.0% | 98.2% | -26.8 Pts | 117.7% | 4 out of 8 | 88.7% | 20 out of 42 |

| 3F: Criminal Justice Processes | | | | | | | |
|---|--------|--------|-----------|----------------|-----------------|---------------------|----------------------|
| Indicator | 2003/4 | 2004/5 | Change | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| Number of notifiable/recoded offences resulting in conviction, caution or taken into consideration at court (SPI 6a) | 17858 | 22875 | 28.1 % | 25362.0 | N/A | 27380.9 | N/A |
| % of notifiable/recoded offences resulting in conviction, caution or taken into consideration at court (SPI 6b) | 18.6% | 23.7% | 5 Pts | 20.6% | 1 out of 8 | 20.7% | 14 out of 42 |
| % of arrest summons entered onto the PNC in one day (target 90%) | 86.9% | 68.3% | -18.6 Pts | 78.7% | 8 out of 8 | 82.0% | 40 out of 43 |
| % of court results entered onto the PNC in 10 days | 13.8% | 35.1% | 21.3 Pts | 51.8% | 8 out of 8 | 54.5% | 40 out of 43 |
| Number of sanction detections | 18,842 | 23,809 | 26.4 % | 28,154.3 | N/A | 27,659.4 | N/A |
| PYOs arrest to sentence within 71 day target (from COMPASS) | * | * | * | * | * | * | * |
| Prosecution Team performance measurement - using COMPASS data | * | * | * | * | * | * | * |
| Management and targeted execution of warrants (COMPASS) | * | * | * | * | * | * | * |
| Implementation of pre-charge advice and monitoring of 47(3) bail (COMPASS) | * | * | * | * | * | * | * |

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Leicestershire Constabulary – Baseline Assessment
October 2005

| 4A: Reassurance | | | | | | | |
|---|---------------|---------------|---------------|-----------------------|------------------------|----------------------------|-----------------------------|
| Indicator | 2003/4 | 2004/5 | Change | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| BCS Fear of Crime (% very worried about burglary) (SPI 10a) | 17.7% | 11.5% | -6.1 Pts | 11.4% | 6 out of 8 | 11.3% | 28 out of 42 |
| BCS Fear of Crime (% high levels of worry about vehicle crime) (SPI 10a) | 15.2% | 13.3% | -1.9 Pts | 12.7% | 5 out of 8 | 12.5% | 28 out of 42 |
| BCS Fear of Crime (% high levels of worry about violent crime) (SPI 10a) | 17.0% | 15.2% | -1.8 Pts | 15.6% | 5 out of 8 | 15.1% | 27 out of 42 |
| BCS Feeling of Public Safety (% high levels of perceived disorder) (SPI 10b) | 14.8% | 12.8% | -2 Pts | 16.3% | 2 out of 8 | 15.8% | 12 out of 42 |
| % of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months. | 19.5% | * | * | 32.5% | * | 37.8% | * |
| % of domestic burglaries where the property has been burgled in the previous 12 months | 7.7% | * | * | 6.6% | * | 8.3% | * |

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

| 5A: Call Management | | | | | | | |
|--|---------------|---------------|---------------|-----------------------|------------------------|----------------------------|-----------------------------|
| Indicator | 2003/4 | 2004/5 | Change | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| The local target time for answering 999 calls (secs) | 15. | * | N/A | * | N/A | 11.1 | N/A |
| Number of calls answered within local target time | 141,020 | * | N/A | * | N/A | 254,988 | N/A |
| % of 999 calls answered within locally set target time | 89.8% | * | * | 90.3% | * | 87.3% | * |

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*Leicestershire Constabulary – Baseline Assessment
October 2005*

| 5B: Providing Specialist Operational Support | | | | | | | |
|--|--------|--------|--------|----------------|-----------------|---------------------|----------------------|
| Indicator | 2003/4 | 2004/5 | Change | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| Total number of operations involving the authorised deployment of Authorised Firearms Officers where the issue of a firearm was authorised | 295 | * | N/A | 297.2 | N/A | 378.5 | N/A |
| Number of operations where the officers have not commenced operations before being stood down | 70 | * | N/A | 5.2 | N/A | 22.5 | N/A |

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

| 6A: Human Resource Management | | | | | | | |
|--|--------|--------|--------|----------------|-----------------|---------------------|----------------------|
| Indicator | 2003/4 | 2004/5 | Change | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| Number of working hours lost due to sickness by police officers (SPI 13a) | 83.41 | * | * | 54.00 | * | 70.57 | * |
| Number of working hours lost due to sickness by police staff (SPI 13b) | 109.19 | * | * | 50.17 | * | 63.72 | * |
| Medical retirements per 1,000 police officers | 3.04 | 3.46 | 13.8 % | 3.57 | 5 out of 8 | 2.9 | 23 out of 39 |
| Medical retirements per 1,000 police staff | 1.99 | * | * | 1.5 | * | 2.16 | * |

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*Leicestershire Constabulary – Baseline Assessment
October 2005*

| 6C: Race and Diversity | | | | | | | |
|---|---------|---------|----------|----------------|-----------------|---------------------|----------------------|
| Indicator | 2003/4 | 2004/5 | Change | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| % of police recruits from BME groups (SPI 12a) | 7.3% | 5.0% | -2.3 Pts | 4.0% | N/A | 3.9% | N/A |
| % of people from BME groups in the economically active population of the force area (SPI 12a) | N/A | 13.5% | N/A | 5.9% | N/A | 8.0% | N/A |
| Ratio of BME groups resigning to all officer resignations (SPI 12b) (White officers: visible minority ethnic officers) | 1: 2.23 | 1: 0.59 | -73.3 % | 1: 1.07 | 4 out of 8 | 1: 1.47 | 16 out of 37 |
| % of female officers compared to overall force strength (SPI 12c) | 18.9% | 20.0% | 1.1 Pts | 21.9% | 6 out of 7 | 21.2% | 31 out of 42 |
| % of female police staff compared to total police staff | 64.2% | 66.3% | 2.1 Pts | 65.0% | 2 out of 7 | 62.3% | 5 out of 42 |
| % of white police officer applicants appointed | 18.3% | * | * | 22.2% | N/A | 26.9% | N/A |
| % of BME police officer applicants appointed | 9.9% | * | * | 8.5% | N/A | 24.0% | N/A |
| Difference in % of applicants appointed | 8.4 | * | * | 13 pts | N/A | 2.8 pts | N/A |
| % of female police officer applicants appointed | 18.4% | * | * | 17.6% | N/A | 29.1% | N/A |
| % of male police officer applicants appointed | 16.7% | * | * | 18.4% | N/A | 24.2% | N/A |
| Difference in % of applicants appointed | 1.6 | * | * | 0.86 pts | N/A | 4.9 pts | N/A |
| Difference between voluntary resignation rates of male and female officers | 1: 1.27 | 1: 1.76 | 38.8 % | 1: 1.44 | 7 out of 8 | 1: 1.41 | 29 out of 39 |

| 6D: Resource Management | | | | | | | |
|---|-------------|-------------|--------|----------------|-----------------|---------------------|----------------------|
| Indicator | 2003/4 | 2004/5 | Change | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| % of police officer time available for frontline policing (SPI 11a) | * | * | * | * | * | * | * |
| % of time spent on frontline duties (including crime prevention activities) by all police officers and staff (including CSOs) | * | * | * | * | * | * | * |
| % of police officer time spent on visible patrol | * | * | * | * | * | * | * |
| % of police officers in operational posts | 92.5% | * | * | 91.2% | N/A | 88.2% | * |
| Total spending per police officer | £56,552.81 | £59,753.65 | 5.7 % | £69,017.59 | N/A | £121,668.41 | N/A |
| Total spending per 1,000 population | £138,567.97 | £147,063.84 | 6.1 % | £147,405.91 | N/A | £320,496.85 | N/A |

* This data was not available at time of publication

Appendix 2: Glossary of Terms and Abbreviations

| | |
|---------|--|
| ABC | activity-based costing |
| ACC | assistant chief constable |
| ACPO | Association of Chief Police Officers |
| ANPR | automatic number plate recognition |
| ARV | armed response vehicle |
| BCS | British Crime Survey |
| BCU | basic command unit |
| BME | black and minority ethnic |
| BPA | Black Police Association |
| BVR | Best Value Review |
| CAIU | child abuse investigation unit |
| CATS | case administration and tracking system |
| CDRP | Crime and Disorder Reduction Partnership |
| CID | Crime Investigation Department |
| CMC | call management centre |
| COMPASS | a national information technology system for tracking, managing and recording caseload information |
| CPS | Crown Prosecution Service |
| CRE | Commission for Racial Equality |
| CSB | community safety bureau |
| CSPB | community safety programme board |
| DAT | drug action team |
| DCC | deputy chief constable |

*Leicestershire Constabulary – Baseline Assessment
October 2005*

| | |
|---------------------|---|
| DNA | deoxyribonucleic acid |
| DV | domestic violence |
| DVO | domestic violence officer |
| H&S | health and safety |
| HMIC | Her Majesty's Inspectorate of Constabulary |
| HOLMES | Home Office Large Major Enquiry System |
| HQ | headquarters |
| HR | human resource |
| IAG | independent advisory group |
| IS/IT | information services / information technology |
| Level 2 Criminality | criminal activity that takes place on a cross-boundary basis |
| LPU | local police unit |
| MAPPA | multi-agency police protection arrangements |
| MIRSAP | major incident room standardised administrative procedures |
| MSF | most similar force(s) |
| MV | motor vehicle |
| NAFIS | National Automated Fingerprint Identification System |
| NCIS | National Criminal Intelligence Service |
| NCPE | National Centre for Policing Excellence |
| NCRS | National Crime Recording Standard |
| NCS | National Crime Squad |
| NIM | National Intelligence Model |
| NSPIS | National Strategy for Police Information Systems |
| Osman | Osman v UK (1999) 1 FLR 193 where the court established that in certain circumstances the State has a positive obligation to take |

*Leicestershire Constabulary – Baseline Assessment
October 2005*

preventative measures to protect an individual from the criminal activities of others.

| | |
|---------------------|---|
| PA | police authority |
| PACE | Police and Criminal Evidence Act |
| PAGRI | policy advisory group into racial incidents |
| PBO | principal beat officer |
| PCSO | police community support officer |
| PDR | performance development review |
| PITO | Police Information Technology Organisation |
| PNC | Police National Computer |
| POCA | Proceeds of Crime Act 2004 |
| PPAF | police performance assessment framework |
| PYO | persistent young offender |
| QA | quality assurance |
| RPU | roads policing unit |
| RTC | road traffic collision |
| Sanction Detections | offences that are detected by way of charge, summons, caution, fixed penalty for disorder or offences admitted on a signed 'taken into consideration' schedule |
| SCID | specialist crime investigation department |
| SGC | specific grading criteria |
| SIO | senior investigating officer |
| SLA | service level agreement |
| SPI | statutory performance indicators (SPIs) are used to monitor key aspects of police performance and form a critical component of performance assessments. SPIs are set each year following consultation with partners in line with powers under the Local Government Act 1999. SPIs are also known as 'best value performance indicators' |

*Leicestershire Constabulary – Baseline Assessment
October 2005*

| | |
|--------------|--|
| SSU | scientific support unit |
| Volume Crime | not a technical term but normally refers to high incidence vehicle crime, burglary and in some areas robbery |
| YOS | youth offending service |