



## **Norfolk Constabulary**

## **Baseline Assessment**

**October 2006**



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## Introduction to Baseline Assessment

Since March 2004, Her Majesty's Inspectorate of Constabulary (HMIC) has conducted a periodic, strategic-level performance review of each Home Office police force in England and Wales. For a range of policing activities, forces are assessed as delivering performance that is Excellent, Good, Fair or Poor. The process is known as baseline assessment (BA) and this report covers the assessment for the financial year 2005/06; performance outside this period is not taken into account in determining grades. The assessments focus on the high-level processes of police forces and their results. The assessments are undertaken by regional HM Inspectors, supported by experienced police officers and police staff on secondment.

BA is designed primarily as a self-assessment, with the degree of validation/reality-checking undertaken by HMIC dependent on a force's overall performance and the rigour of its internal assessment processes. It is important to recognise that BA is not a traditional inspection; rather, it helps HMIC focus its inspection effort where it is most needed. A formal statutory inspection may still be necessary where there is evidence of systemic underperformance and poor leadership.

In addition to the qualitative assessments contained in this report, force performance is also measured by a series of key quantitative indicators. The most important indicators are statutory performance indicators (SPIs), which are determined each year by the Home Secretary and which Police Authorities/forces must report to the Home Office. Examples of SPIs include crime incidence and detection rates, as well as relevant management information such as sickness absence and ethnic recruitment rates. Results for these SPIs are also graded using the Excellent, Good, Fair and Poor categories. These SPI grades are added to HMIC BA grades to provide a fuller picture of police performance; the joint results are published annually in October and can be found on the internet at [police.homeoffice.gov.uk/performance](http://police.homeoffice.gov.uk/performance)

Policing has undergone significant changes in recent years as the country adapts to new forms of terrorism and criminality. As policing is dynamic, so also must be the form of assessment. Dominating much of HMIC's recent thinking is the need for the service to modernise its workforce while providing better 'protective services', as identified in the *Closing the Gap* report published in 2005. On-site activity for the 2005/06 baseline concentrated on these areas, but could not – given ministerial priorities – ignore volume crime and the roll-out of neighbourhood policing. As forces and Police Authorities consider options for change to meet new challenges with constrained resources, a force-by-force balance sheet of strengths and areas for improvement is critical contextual information.

## Priority Frameworks

Seven BA areas were designated as priority frameworks for on-site validation, to reflect the need to improve protective services and deliver key policing objectives. These were:

- managing critical incidents and major crime;
- tackling serious and organised criminality;
- providing specialist operational support;
- strategic roads policing;
- protecting vulnerable people;
- neighbourhood policing; and

- leadership and direction.

These areas were the key focus of on-site validation by HMIC staff; the first five can be loosely classified as protective services. Other frameworks were assessed primarily by desk-top reviews of the evidence submitted by forces, using the framework key issues and specific grading criteria (SGC) as an indicative guide.

### **Force Amalgamations**

Following the challenges highlighted with regard to protective services capability and capacity in the summer of 2005, all forces undertook significant additional work on options to 'close the gap'. The Home Secretary directed that business cases should be prepared and submitted by December 2005. The BA report thus reflects, in many of the frameworks, activity and effort to produce and assess options for change. It is vital to acknowledge the energy and commitment given to the prospect of a major restructuring of the service, which inevitably gave rise to some turbulence during this period.

At the end of July 2006, the Home Secretary indicated that the restructuring of forces would not be pursued at this time. The agenda to improve protective services is to be advanced by forces and Police Authorities through alternative means such as collaboration. Progress to 'narrow the gap' between existing capability and that which is needed will be assessed by HMIC in future inspection activity.

### **The Grading Process**

Forces have been graded for both service delivery and direction of travel. It is important to remember that, for most activities, delivery is measured through the use of most similar force (MSF) groups, whereby forces are compared with peers facing similar policing challenges. For direction of travel, the grade is awarded largely in respect of the force's own previous performance. A vital component of the grading process is SGC, which outlines, for each activity, what represents Excellent, Good, Fair and Poor levels of performance. The criteria were developed in conjunction with expert practitioners and Association of Chief Police Officers (ACPO) business/portfolio leads, who were also involved in the national moderation process to help ensure that these criteria were applied fairly and consistently.

### ***Service delivery grade***

This grade is a reflection of the performance delivery by the force over the assessment period 1 April 2005 to 31 March 2006. One of four grades can be awarded, according to performance assessed against the SGC (see full list of SGCs at <http://inspectortates.homeoffice.gov.uk/hmic/methodologies/baseline-introduction/ba-methodology-06/?version=1>).

#### *Excellent*

This grade describes the highest level of performance in service delivery – eg top quartile, where relevant – and achieving full compliance with codes of practice or national guidance. It is expected that few forces will achieve this very high standard for a given activity. To achieve Excellent, forces are expected to have attained **all** the criteria set out in Fair and the vast majority of those set out in Good. In addition, two other factors will attract an Excellent grade:

- The force should be recognised, or be able to act, as a ‘beacon’ to others, and be accepted within the service as a source of leading-edge practice. Examples where other forces have successfully imported practices would be good evidence of this.
- HMIC is committed to supporting innovative forces and we would expect Excellent forces to have introduced and evaluated new ways of improving performance.

#### *Good*

Good is defined in the Collins dictionary as ‘of a high quality or level’ and denotes performance above the norm – in many cases, performance that is above the MSF average. To reach this standard, forces have to meet in full the criteria set out in Fair and most of the criteria set out in Good.

#### *Fair*

Fair is the delivery of an acceptable level of service. To achieve a Fair grading, forces must achieve all of the significant criteria set out in the Fair SGC. HMIC would expect that, across most activities, the largest number of grades would be awarded at this level.

#### *Poor*

Poor represents an unacceptable level of service. To attract this very critical grade, a force must have fallen well short of a significant number of criteria set out in the SGC for Fair. In some cases, failure to achieve a single critical criterion may alone warrant a Poor grade. Such dominant criteria will always be flagged in the SGC.

### ***Direction of Travel Grade***

This grade is a reflection of the force’s change in performance between the assessment period and the previous year. For BA 2006, this is the change between the financial years 2004/05 and 2005/06. The potential grades for direction of travel are as follows.

#### *Improved*

This reflects a **significant** improvement in the performance of the force.

#### *Stable*

This denotes no significant change in performance.

*Declined*

This is where there has been a significant decline in the performance of the force.

### **Good Practice**

In addition to assessing force performance, one of HMIC's key roles is to identify and share good practice within the police service. Much good practice is identified as HMIC conducts its assessments; in addition, each force is given the opportunity to submit examples of its good practice. HMIC has selected three of these examples to publish in this report. The key criteria for each example is that the work has been evaluated by the force and is easily transferable to other forces. (Each force has provided a contact name and telephone number, should further information be required.) HMIC has not conducted any independent evaluation of the examples of good practice provided.

### **Future HMIC Inspection Activity**

Although HMIC must continue to maintain a watching brief on all performance areas, it will become more risk-driven in its future inspection activity. Protective services will be the core of inspection programmes, tailored to capacity, capability and the likelihood of exposure to threats from organised criminality, terrorism and so on. Until its full implementation in April 2008, neighbourhood policing will also demand attention. Conversely, those areas where strong performance is signalled by SPI results, such as volume crime reduction and investigation, will receive relatively little scrutiny.

The Government has announced that, in real terms, there will be little or no growth in Police Authority/force budgets over the next three years. Forces will therefore have to maintain, and in some areas improve, performance without additional resources. This in itself creates a risk to police delivery and HMIC has therefore included a strategic financial assessment for all forces in its future inspection programme.

Baseline Assessment 2006 Frameworks			
<b>1 Citizen Focus (PPAF Domain A)</b>			
<b>1A Fairness and Equality in Service Delivery</b> <ul style="list-style-type: none"> <li>• Equality of service delivery</li> <li>• Community cohesion</li> <li>• Engaging with minority groups</li> <li>• Hate-crime reduction and investigation</li> </ul>	<b>1B Neighbourhood Policing and Problem Solving</b> <ul style="list-style-type: none"> <li>• Effective mechanisms for obtaining community views</li> <li>• Responding to local priorities</li> <li>• Effective interventions and problem solving with partners and communities</li> <li>• Operational activity to reassure communities</li> <li>• Use of media to market success</li> <li>• Uniformed patrol and visibility</li> <li>• Extended police family</li> <li>• Performance in reducing fear of crime</li> </ul>	<b>1C Customer Service and Accessibility</b> <ul style="list-style-type: none"> <li>• Quality of service to victims and witnesses</li> <li>• Customer care</li> <li>• Responding to customer needs</li> <li>• Accessibility of policing services</li> </ul>	<b>1D Professional Standards</b> <ul style="list-style-type: none"> <li>• Investigation of public complaints</li> <li>• Improving professional standards</li> <li>• Combating corruption and promoting ethical behaviour</li> <li>• Reducing complaints and learning lessons</li> </ul>
<b>2 Reducing Crime (PPAF Domain 1)</b>			
<b>2A Volume Crime Reduction</b> <ul style="list-style-type: none"> <li>• Crime strategy</li> <li>• Performance in reducing volume crime</li> <li>• Levels of crime compared with peers</li> <li>• Problem solving</li> <li>• National Crime Recording Standard (NCRS) compliance</li> </ul>			

<b>3 Investigating Crime (PPAF Domain 2)</b>		
<b>3A Managing Critical Incidents and Major Crime</b> <ul style="list-style-type: none"> <li>Detection rates for murder, rape and other serious crime</li> <li>Integration with overall crime strategy</li> <li>Compliance with Association of Chief Police Officers (ACPO) murder manual</li> <li>Early identification of critical incidents that may escalate into major inquiries</li> </ul>	<b>3B Tackling Serious and Organised Criminality</b> <ul style="list-style-type: none"> <li>Crime that crosses basic command unit (BCU) and/or force boundaries</li> <li>Support for regional intelligence and operations</li> <li>Asset recovery (Proceeds of Crime Act – POCA)</li> <li>Effective targeted operations</li> <li>Quality packages with the Serious Organised Crime Agency (SOCA)</li> </ul>	<b>3C Volume Crime Investigation</b> <ul style="list-style-type: none"> <li>Crime strategy</li> <li>Crime recording</li> <li>Investigative skills, eg interviewing</li> <li>Automatic number plate recognition (ANPR)</li> <li>Detection performance</li> </ul>
<b>3D Improving Forensic Performance</b> <ul style="list-style-type: none"> <li>Specialist scientific support</li> <li>Use of National Automated Fingerprint Identification System (NAFIS), DNA, etc</li> <li>Integrated management of processes</li> <li>Performance in forensic identification and detection</li> </ul>	<b>3E Criminal Justice Processes</b> <ul style="list-style-type: none"> <li>Quality and timeliness of case files</li> <li>Custody management/prisoner handing</li> <li>Youth justice</li> <li>Police National Computer (PNC) compliance</li> </ul>	
<b>4 Promoting Safety (PPAF Domain 3)</b>		
<b>4A Reducing Anti-Social Behaviour (ASB)</b> <ul style="list-style-type: none"> <li>Non-crime activities of crime and disorder reduction partnerships (CDRPs) and other partnerships</li> <li>Use of ASB legislation, tools, etc</li> </ul>	<b>4B Protecting Vulnerable People</b> <ul style="list-style-type: none"> <li>Child abuse</li> <li>Domestic violence</li> <li>Multi-agency police protection arrangements (MAPPA)/sex offender management</li> <li>Missing persons</li> </ul>	
<b>5 Providing Assistance (PPAF Domain 4)</b>		
<b>5A Contact Management</b> <ul style="list-style-type: none"> <li>All aspects of call handling and call management</li> <li>Initial incident response</li> <li>Early identification of critical incidents</li> <li>Performance in answering and responding to public calls</li> </ul>	<b>5B Providing Specialist Operational Support</b> <ul style="list-style-type: none"> <li>Management of central operational support</li> <li>Police use of firearms</li> <li>Capability for policing major events/incidents</li> </ul>	<b>5C Strategic Roads Policing</b> <ul style="list-style-type: none"> <li>Effectiveness of arrangements for roads policing</li> <li>Integration/support for other operational activity</li> <li>Road safety partnerships</li> </ul>

<b>6 Resource Use (PPAF Domain B)</b>		
<b>6A Human Resource (HR) Management</b> <ul style="list-style-type: none"> <li>• HR strategy and costed plan</li> <li>• Key HR issues not covered in 6B or 6C</li> <li>• Health and safety</li> <li>• Performance in key HR indicators</li> </ul>	<b>6B Training, Development and Organisational Learning</b> <ul style="list-style-type: none"> <li>• Costed training strategy and delivery plan</li> <li>• Key training and development issues</li> </ul>	<b>6C Race and Diversity</b> <ul style="list-style-type: none"> <li>• Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability</li> <li>• Performance in meeting key targets</li> </ul>
<b>6D Managing Financial and Physical Resources</b> <ul style="list-style-type: none"> <li>• Resource availability</li> <li>• Effective use of resources to support front-line activity</li> <li>• Devolved budgets</li> <li>• Finance, estates, procurement and fleet management functions</li> <li>• Demand management</li> </ul>	<b>6E Information Management</b> <ul style="list-style-type: none"> <li>• Information systems/information technology (IS/IT) strategy and its implementation</li> <li>• Programme and project management</li> <li>• Customer service</li> <li>• Adequacy of key systems</li> <li>• Business continuity/disaster recovery</li> </ul>	<b>6F National Intelligence Model (NIM)</b> <ul style="list-style-type: none"> <li>• Extent to which structures, processes and products meet NIM standards</li> <li>• Integration of NIM with force planning and performance management</li> <li>• Use of community intelligence</li> <li>• Application of NIM to non-crime areas</li> </ul>
<b>7 Leadership and Direction</b>		
<b>7A Leadership</b> <ul style="list-style-type: none"> <li>• 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</li> <li>• Effectiveness of succession planning</li> <li>• Promotion of corporacy</li> </ul>	<b>7B Performance Management and Continuous Improvement</b> <ul style="list-style-type: none"> <li>• Effective performance management structures and processes at all levels</li> <li>• Quality and timeliness of performance/management information</li> <li>• Internal inspection/audit/quality assurance (QA) systems</li> <li>• Effectiveness of joint force/PA best value reviews (BVRs)</li> </ul>	

## Force Overview and Context

### Geographical Description of Force Area

Norfolk Constabulary is responsible for policing the county of Norfolk, which comprises an area of some 2,068 square miles (3,327 km), a coastline of 90 miles with major ports at Great Yarmouth, King's Lynn and Wells 249 miles of waterways (of which 124 miles are navigable), 6,331 miles of roads and 541 parishes.

### Demographic Description of Force Area

Norfolk is a fairly sparsely populated, largely rural county of some 816,525 resident population and 351,744 households. Around 38% of the population live in the three major built-up areas of Norwich, Great Yarmouth and King's Lynn, and a further 18% in the market towns.

Policing demands arise from the international airport at Norwich, Sandringham royal residence and Norwich City Football Club. The force is also responsible for offshore emergency plans, which include the key economic site of Bacton Gas Terminal (terrestrial policing extends out 12 miles into territorial waters). There are an estimated 4.7 million visitors to the county annually.

### Structural Description of Force Including Staff Changes at Chief Officer Level

The force's headquarters is located at Wymondham, and is the operations and communication centre for the force. The chief officer group (COG) comprises a Chief Constable, deputy chief constable (DCC), an assistant chief constable (ACC) and an assistant chief officer (ACO resources). The force also has three Basic Command Units (BCUs) – Western, Central and Eastern areas with headquarters (HQ) at Norwich, Great Yarmouth and King's Lynn. The specialist departments, such as the major investigation team and Roads Policing Support Branch are located at HQ.

The composition of the COG has stabilised following considerable movement during 2004/05. The Chief Constable is seconded from the Metropolitan Police and this arrangement has been extended until December 2006. The DCC has been in post since March 2005. The ACC (previously acting) was successful in a promotion board and has been promoted into post. The ACO has been in post since 1993 and the chair of the Police Authority since May 2005.

### Strategic Priorities

The strategic aim for 2005–08 is to build confidence in policing. This aim is underpinned by four strategic objectives:

- engage with local communities;
- tackle criminality;
- provide a quality service; and

- increase efficiency and effectiveness.

In support of these aims and objectives, the force has continued to embed the National Intelligence Model (NIM). The force has also been closely involved with the development of the Norfolk local area agreement, focusing on children and young people and safer, stronger communities. The adoption of the Police Reform agenda, especially Safer Neighbourhoods (Neighbourhood Policing – NHP) and the implementation of the quality of service commitment are key ingredients of this work.

## **Impact of Workforce Modernisation and Strategic Force Development**

The Police Reform agenda is being taken forward by a programme board chaired by the Chief Constable. The programme has three main strands – responsiveness, workforce modernisation, and the national landscape. Workforce modernisation has been subdivided into six work streams of which the most pressing is the Implementation of Police Learning and Development Programme (IPLDP). Responsiveness includes NHP, the local area agreement and quality.

## **Major Achievements**

Year-on-year figures show reductions in all crime, violence against the person, robbery, burglary (dwelling), burglary (non-dwelling), vehicle crime, theft and criminal damage. In addition to these reductions, detection rates have increased in nearly all categories of crime.

Home Office approval has been received for a private finance initiative (PFI) scheme that will provide nine custody suites to be shared across Norfolk, Suffolk and Cambridgeshire police forces. In addition, this is linked to the Delivering Justice agenda whereby these suites are managed centrally so that a common standard of service will exist across the region.

Each year the number of police officers has been increased, and its present level is 1,556. In parallel, there has been an increase in the number of front-line support staff and an enhanced role for volunteers, police community support officers (PCSOs) and Special Constabulary. With the introduction of NHP and joint tasking, the effective deployment of partnership resources will bring added support to the delivery of policing objectives.

## **Major Challenges for the Future**

Norfolk has a deeply embedded performance culture with a clear understanding at all levels that the good performance achieved to date will not be permitted to slip, and the current performance regime will ensure that this focus is maintained during the months ahead. In addition, the governance experience and relationships built during the Three Counties Collaboration Project (TCCP) (and specifically those established within the Major and Serious Crime Project) will provide a sound basis upon which to build a more resilient level 2 capability (tackling cross-border crime).

<b>Summary of Judgements</b>	<b>Grade</b>	<b>Direction of Travel</b>
<b>Citizen Focus</b>		
Fairness and Equality in Service Delivery	<b>Good</b>	<b>Stable</b>
Neighbourhood Policing and Problem Solving	<b>Poor</b>	<b>Improved</b>
Customer Service and Accessibility	<b>Fair</b>	<b>Improved</b>
Professional Standards	<b>Good</b>	<b>Not Graded</b>
<b>Reducing Crime</b>		
Volume Crime Reduction	<b>Good</b>	<b>Stable</b>
<b>Investigating Crime</b>		
Managing Critical Incidents and Major Crime	<b>Fair</b>	<b>Stable</b>
Tackling Serious and Organised Criminality	<b>Fair</b>	<b>Improved</b>
Volume Crime Investigation	<b>Fair</b>	<b>Stable</b>
Improving Forensic Performance	<b>Excellent</b>	<b>Stable</b>
Criminal Justice Processes	<b>Good</b>	<b>Stable</b>
<b>Promoting Safety</b>		
Reducing Anti-Social Behaviour	<b>Good</b>	<b>Stable</b>
Protecting Vulnerable People	<b>Fair</b>	<b>Improved</b>
<b>Providing Assistance</b>		
Contact Management	<b>Fair</b>	<b>Stable</b>
Providing Specialist Operational Support	<b>Fair</b>	<b>Stable</b>
Strategic Roads Policing	<b>Good</b>	<b>Stable</b>
<b>Resource Use</b>		
Human Resource Management	<b>Good</b>	<b>Stable</b>
Training, Development and Organisational Learning	<b>Good</b>	<b>Improved</b>
Race and Diversity	<b>Fair</b>	<b>Stable</b>
Managing Financial and Physical Resources	<b>Good</b>	<b>Stable</b>
Information Management	<b>Fair</b>	<b>Stable</b>
National Intelligence Model	<b>Good</b>	<b>Stable</b>
<b>Leadership and Direction</b>		
Leadership	<b>Good</b>	<b>Not Graded</b>
Performance Management and Continuous Improvement	<b>Good</b>	<b>Stable</b>

## 1 Citizen Focus (Domain A)

### 1A Fairness and Equality in Service Delivery

Grade	Direction of Travel
Good	Stable

#### National Grade Distribution

Poor	Fair	Good	Excellent
0	15	28	0

#### Contextual Factors

Much has been done to progress fairness and equality issues within the force through the two existing diversity teams (internal and external) working together to enhance and develop work practices. The recent Community Safety review reported in April 2006 and this should facilitate the development of structures and processes to further enhance the force's capability. It is recognised that community safety teams across the county do not work within consistent structures; however, this has provided each area with a structure tailored to meet the needs of their diverse communities. The Community Safety review will further strengthen the corporate framework.

Additionally, the organisational learning derived from the piloting of NHP policing and the scoping and testing of review recommendations following the crime and disorder reduction partnership (CRDP) review is driving the need for restructure. The Operations and Communication Centre (OCC)-based community safety team is developing a corporate identity and basic command unit (BCU) commanders are realising the benefits of a corporate-facing unit responsible for partnerships and diversity.

The Chief Constable chairs the staff support network steering group. This group comprises executive level representatives from the staff support networks of the six strands of diversity. The support network is well used, widely marketed and a respected part of the welfare and support package the force offers to its staff.

The force has recently ratified a children and young people's strategy and the head of community safety has allocated the responsibility for youth issues to an inspector. The force is about to launch safer school partnerships in three schools currently being selected.

#### Strengths

- The force website has won awards for accessibility and the use of plain English, encompassing both the race equality scheme (RES) review and the current RES.
- The force has won a number of awards for its attention to diversity issues. Examples include an Age Positive Champion award, personal awards for the DCC and the

shortlisting of Central Area's hate crime unit for *Police Review's* Diversity in Action award.

- The force has distributed True Vision reporting packs – a police-funded initiative to encourage the reporting of hate incidents to over 300 locations within the county and continues to explore methods of making the reporting of hate incidents easier. Management and investigation of hate crime sits within BCU hate crime units. The units include a minority ethnic liaison officer, hate crime investigators and a hate crime advocate. Liaison with other minority groups takes place at force and BCU level.
- The police authority independent advisory group is evolving from a policy review group into an effective consultation instrument. This adds to the range of community consultation already undertaken by the force and the Police Authority.
- The recent launch of the youth strategy has engaged and facilitated a multi-agency approach to support safer school partnerships and has gained the force an influential position in groups responsible for delivering services to children and young people.
- Diversity is included as an active indicator within the personal development review (PDR) structure and the current force-wide diversity training programme, which includes the RES and employment equality legislation. A recent Adult Learning Inspectorate audit recognised that diversity featured as a 'golden thread' throughout the training they observed. Members of hate crime units receive role-specific training and collaborative arrangements exist with public and private sector organisations to deliver joint training, for example joint social services training in interviewing vulnerable people.
- The force has recently established a working group to take a multi-agency approach to drafting the disability equality scheme for the force and the police authority. This group reports to the diversity steering group (DSG).

### **Work in Progress**

- Cohesion between the internal and external diversity teams needs to be developed; this has been identified as an area for improvement within the current community safety review. Development will see the merging of the two teams to ensure consistency in service delivery.
- The terms of reference of the diversity management groups are being reviewed and further developed to facilitate alignment with the Association of Chief Police Officers (ACPO) recommendations on confidence and equality boards.

### **Areas for Improvement**

- The force has 'Fair' performance against the performance indicators for this framework. There is significant variation in satisfaction between white and visible ethnic minorities surveyed in respect of the overall service provided, and decreasing satisfaction for victims of racist incidents. The number of racially or religiously aggravated offences per head of population has increased by 0.2% in 2005/06 compared with the previous year. Detection rates have shown an increase of 9.79% from 34.23% in 2004/05 to 44.02% in 2005/06 but remain below the MSF average of 45.86%.

- The relationship between headquarters community safety and equivalent BCU teams needs to be strengthened within a corporate framework. This will be assisted by a clear strategic direction for community safety resulting from the community safety review and the delivery plan, which will follow.
- The rotation of community safety department leadership, along with changes to its structure over recent years, has affected relationships and credibility with partners. The review has identified the need for stability, and provision is being made to ensure effective succession planning.
- The delay in introducing the new crime recording system has extended the reliance on time-consuming transfer arrangements to ensure that relevant information is transferred from the community action department (CAD) system to hate crime investigation units. This is inefficient and causes delays to investigation and victim care.

## 1B Neighbourhood Policing (NHP) and Problem Solving

Grade	Direction of Travel
Poor	Improved

### National Grade Distribution

Poor	Fair	Good	Excellent
4	18	20	1

### National Position

Neighbourhood Policing (NP) is a national programme and its expectations are based on national research. This framework differs from others because the grade awarded reflects the force's ability to roll out NP progressively, year on year, until its implementation date of April 2008. This focus on programme delivery and the need for continual improvement are reflected in the grades. Therefore, in this framework it is significantly more challenging for a force to maintain the same grade as last year.

HMIC has awarded an Improved direction of travel where forces are actively progressing implementation, have improved their performance and have allocated significant resources to deliver NP. As a result, most forces have an Improved direction of travel. However, this assessment has also highlighted the significant demands of the NP programme and the vulnerability of some forces that are failing to maintain the pace of implementation.

### Contextual Factors

Norfolk Constabulary established project teams for NHP at both force and BCU level in October 2005. Since that time, a clear vision for NHP has been established and the force plans discussed with key partners. The programme management structure is in place and NHP is being piloted within the pathfinder BCU. The constabulary is working toward improved structures to support the implementation of NHP, including call-handling and intelligence gathering systems. The constabulary has recognised the need for further development in training, IT systems and evaluation of current practices, in order to ensure that delivery is improved.

### Strengths

- Satisfaction rates of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions are all above the MSF average with the exception of SPI 1b – satisfaction with action taken by the police. In this category the force is just 0.1% below the MSF average.
- NHP is being piloted at four sites on the pathfinder (Eastern) BCU in Great Yarmouth and North Norfolk, with a phased implementation plan for the remainder of the force that has recently been brought forward.

- The pathfinder BCU has taken a leading role with its partners to ensure that the Neighbourhood Management agenda for local authorities is being included as part of the local implementation of NHP.
- Recent significant progress has been made by the project team with presentations and briefings taking place with key partners. The force's plans for NHP were discussed with the county and district chief executives in December 2005 and February 2006. The Chief Constable, DCC and programme director have attended a number of local strategic partnership (LSP) and Responsible Authorities Partnership (RAP) meetings across the county to consult with, and inform, other agencies.
- The force introduced a three-tier programme management structure in early 2006, including a dedicated NHP project board on the pathfinder BCU, which is chaired by the BCU commander. The chief executive of Great Yarmouth Borough Council (who chairs the County LSP group on 'cleaner, safer, greener' issues) and the county community safety co-ordinator have been members of the project board since January 2006. Internal stakeholders have recently been added to the structure. There is currently sufficient capacity within the project boards and with the two dedicated full-time project teams to deliver the implementation of NHP. Both of these groups could be further enhanced if key staff from other partner agencies were engaged.
- The force restructured its project plan in early 2006 and produced a much more comprehensive guide that includes time-specific milestones and highlights the interdependencies between tasks as part of a critical path. The plan includes a full schedule of dates for the roll out of NHP across the county, together with a link to the costed recruitment and training of PCSOs. The project team at the pathfinder BCU have produced an equally sophisticated plan that lists 250 separate tasks linked to the themes set out in the main force plan.
- A programme of briefings at the pathfinder BCU took place in March 2006, prior to the start date of the first pilot NHP teams. All staff working for the force have been given a leaflet that explains the principles of NHP. A 'frequently asked questions' feature relating to NHP has been added to the force intranet. There is, however, considerable evidence from interviews with individuals and focus groups that there is only limited knowledge of NHP across the force.
- At the pathfinder BCU there is good evidence of joint working with the local authority. The community unit inspector, who is involved directly with the NHP project team, also chairs a joint agency group that is implementing Neighbourhood Management across Great Yarmouth. In North Norfolk, plans are advancing to deliver neighbourhood teams in seven areas identified through community consultation by the local authority.
- At a corporate level, a formal audit of partner resources has yet to begin. At the pathfinder BCU, the required level of engagement with partner agencies is now ongoing and advanced plans exist for the establishment of a co-located group of specialist staff, from a variety of agencies that will support the work of neighbourhood teams in Great Yarmouth. Similar planning is taking place in North Norfolk.
- On the pathfinder BCU there is evidence of the safer communities team engaging with local people in Great Yarmouth to identify problems and then work with partner agencies in order to implement solutions.

- The chief officer, Special Constabulary is a member of the force NHP project board and is working to align special constables to NHP teams; plans exist to further increase the number of special constables. The pathfinder BCU has a positive working relationship with the neighbourhood wardens who work in Great Yarmouth. The force has secured government funding for PCSOs and has advanced plans to recruit and train these staff from mid-2006.

## Work in Progress

- The force has agreed an NHP strategy which has been formally adopted. There are plans to extend partnership involvement at force level, and some activity has taken place in the period under review, but as yet there is no systematic engagement at a corporate level.
- The force reviewed NHP governance structure in October 2005 and in December 2005 and introduced a more effective and impactful structure. Minutes of meetings show that there is beginning to be greater coherence in the delivery of NHP. The police reform steering group, which is chaired by the Chief Constable, strives to ensure that NHP is delivered as a mainstream activity alongside other key areas of service delivery (including citizen focus) and policy development. The force has only recently introduced internal stakeholders such as corporate communications, call management and estate management.
- The force produced a draft communications strategy in early 2006, based on a document identified as good practice from another force. Whilst the structure of this document accords with current requirements, it does not include details about delivery. The strategy is not costed and partner organisations have had limited involvement in its production.
- There is recognition that the force needs to develop its call-handling structures to meet the requirement for accessibility to its NHP teams, the plans for which are at an early stage. Discussions have centred on the provision of mobile telephones to the teams and/or remote emailing devices. The force internet site lists contact details for officers responsible to each parish within the county; this is a legacy from the former sector policing structure.
- The Chief Constable is meeting with all of the county's chief executives in order to gain their support, which the force project manager is endeavouring to involve partners within the governance structure for NHP. This work is still at an early stage and significant progress still needs to be made in order to integrate NHP into local strategies and to gain firm commitments from partners to deploy resources, or change how services are delivered in order to support the work of neighbourhood teams. NIM processes and structures are currently subject to review and so at present there are no mechanisms in place to produce joint strategic assessments with partners.
- The pathfinder BCU has used the feedback from consultation work completed by the local authority to define local areas that will be the basis for neighbourhood teams. Neighbourhoods defined so far are based on existing police and local authority boundaries. The force is endeavouring to move towards coterminous boundaries with the local authority but has not secured this for the Broadlands area, which forms part of the pathfinder BCU. This is being considered by the force at present. The work to

establish a mechanism for defining local communities is ongoing at present and according to the project plan is due for completion in March 2008.

- NHP is yet to be fully delivered at the pathfinder BCU, but work is advancing to map demand and to use the outcomes from the demographic information revealed in a survey completed in Great Yarmouth during summer 2005 to establish priority neighbourhoods. University College London has been commissioned to undertake an analysis of the demography of the county, together with demand, in order to prioritise the remaining neighbourhoods.
- A review of NIM systems and processes in the force has been undertaken in order to ensure that community intelligence and NHP methodology are adequately incorporated. This work is detailed in the project plan and was completed by the end of April 2006, coinciding with the launch of the first NHP pilot sites. Joint problem solving is largely confined to the safer communities team in Great Yarmouth, which has continued to engage with the community and partners to target locally identified problems.
- Existing means of capturing and responding to indicators of community tension continue to be managed through the use of community impact assessments (CIAs). There was no system in place during the assessment period jointly tasking the police, public and partners, although joint tasking began in May 2006.
- The safer communities team acts upon community intelligence, gained mainly through its engagement with the public and partners, to target issues highlighted as a local priority. This is not yet embedded on a consistent basis in the BCU's main tasking and co-ordination group (TCG) processes.

#### **Areas for Improvement**

- An anti-social behaviour (ASB) strategy is in place. The force recognises that this is in need of updating, and would benefit from the involvement of key partner organisations. It includes a summary of some ASB-related legislation but it is questionable as to what activity it really drives or directs. There is minimal detail on how performance in this area will be measured, and it lacks any advisory 'tool kits' to support the work of operational officers. The force is in the process of revising this document under the aegis of the county strategic group.
- Interviews with media officers based at the pathfinder BCU suggest that there are sufficient resources available to deliver the communications strategy when it is finally agreed. What is less clear is the capacity of the corporate media services department to lead this strategy and support the associated work undertaken by the BCUs. This is exacerbated by the fact that the department was not represented on the NHP project board until early 2006.
- The safer communities team in Great Yarmouth has established a reputation for engaging with the community and working together with partner agencies to solve problems. However these teams do not routinely patrol the area and are not marketed as front-line officers designated to a particular neighbourhood. That said, the approach that they have developed will be valuable in terms of shaping the working practices of the new NHP teams that were launched in April 2006. The work of this team needs to be evaluated in order to establish an evidence base for what works, prior to defining systems and processes for the new NHP teams. This should include the current arrangements for multi-agency problem solving, which also involves members of the community who identify local priorities.

- The force IT system allows for the storage of community intelligence, but at present there is a limited understanding as to what this term means. Consequently, current systems are not sensitised to all forms of community intelligence and tend to focus instead on priority crimes. Problem profiles arising from community intelligence are produced on an ad hoc basis, as opposed to being a mainstream activity.
- The force human resource (HR) strategy is currently in the process of being updated and at present does not include specific references to NHP.
- The training needs analysis for the force is not yet complete, although a training needs analysis specifically for NHP has been undertaken within the pathfinder BCU. There is a two-day training input planned for all officers and PCSOs involved in NHP and a shorter input for other staff. This will be reviewed based on the experience of the pathfinder site and is intended to become multi-agency focused.
- A new abstraction policy (the removal of staff from their primary duties – eg, to work on a major crime enquiry) has been produced and is currently subject to consultation with key stakeholders, including local representatives of staff associations. This document would benefit from specific targets on minimising the level of abstraction of neighbourhood officers, together with details of how this will be measured and who is responsible for its delivery.

## GOOD PRACTICE

<b>TITLE:</b> Using young people as police trainers
<b>PROBLEM</b>
Norfolk Youth and Community Service (NYCS) worked in partnership with young people, South Norfolk District Council and Norfolk Police and identified a need for youth involvement in police training. During youth work practice, it was evident that the experience of young people with the police was varied. Some had never spoken directly to officers or had any interaction with the police. This was in part due to the absence of school liaison police officers and also to the fact that these young people were not offending or at risk of offending. Others interaction by young people was due to their involvement in criminal activities, potentially criminal activities or through police activity in their communities.

## SOLUTION:

NYCS youth workers recruited a diverse group of young people from across the district of South Norfolk to take part in a day-long training exercise for 13 PCSOs. The group consisted of 13 young people of equal gender mix and mixed ethnicity, aged between 15 and 19 years. Some of the young people had previously been involved with CDRP and police activity because of criminal or potentially criminal activities and anti-social behaviour. The young people were supported by youth workers, a community arts practitioner (also a JNC qualified Youth Worker), and a Youth Offending Officer. Established PCSOs, officers and police trainers supported the trainee PCSOs.

The young people were divided into four groups - each accompanied by an adult worker. The PCSOs, working in pairs or groups of three, were sent on 'patrol' around the grounds, with experienced officers acting as challenging members of the public within a role-playing context. After each period of interaction, young people and officers had an opportunity to discuss what had occurred, how they felt about the process and specifically about the manner in which officers interacted with young people. Youth workers were present during this process to help ensure that no personal or especially negative comments were exchanged.

All young people attending the training session were accredited for their involvement using the Norfolk Youth Award – a Norfolk-based accreditation celebrating young people's development and achievements.

## OUTCOME(S)

Some of the outcomes as they relate to 'Every Child Matters':

OUTCOME 1. Young people enjoy good health and a healthy lifestyle.

- Young people boosted their self-esteem and self-confidence and vocalised an increased level of community status;
- Young people gained greater knowledge of PCSO/police officers where previously there had been suppositions or suspicions.

OUTCOME 2. Young people know how to stay safe and have their welfare safeguarded.

- These young people now identify PCSOs (and the police in general) as people who are approachable and trustworthy;
- Young people clearly stated that their attitudes to the police had changed through involvement in this project;
- Young people are encouraged to avoid anti-social behaviour and any resulting contracts or orders.

OUTCOME 3. Young people enjoy and make good progress in learning, leisure and personal development.

- Young people are accredited for their active involvement
- Young people have gained informal education through experiential learning

OUTCOME 4. Young people join in, take responsibility and play a productive part in the community.

- Young people are recognised as key members of the community and as service users;

- Young people have begun to recognise PCSOs (and police officers) as visible advocates for community cohesion and community interaction;
- Young people have gained respect for the police by association; knowing individuals and working with them has encouraged acceptance of other PCSOs and police officers within their community;
- Young people are encouraging peers to become involved in future events by sharing their experience and advocating a similar exercise at some point in the future.

OUTCOME 5. Young people have a good start in life and are able to achieve their full potential and secure employment.

- Young people have expressed interest in furthering their involvement with the police;
- Young people are considering employment opportunities within the police, including as PCSOs.

This project illustrates how partnership working between agencies, authorities and young people can be interesting, fun and have positive outcomes that can be replicated in the wider community. Such involvement and methodology supports the focus of the Home Office and the ODPM. It specifically supports the work of CDRPs and local authorities, as well as the work of Children's Services (particularly supporting the five Every Child Matters outcomes and Children Act 2004).

**FORCE CONTACT:** Roz Bendall 01953 423835

## 1C Customer Service and Accessibility

Grade	Direction of Travel
Fair	Improved

### National Grade Distribution

Poor	Fair	Good	Excellent
0	19	22	2

### Contextual Factors

A wide range of developments have been introduced across the force to support the implementation of the quality of service commitment. The force has adopted the Victims' Code and HMIC's First Contact thematic and embedded the national call-handling standards. Accessibility to policing services has been enhanced with initiatives to exploit a full range of media such as public information kiosks, the Post Office scheme, the provision of email, text messaging services and a single non-emergency number.

This work links with the long-term estates strategy where the police authority is looking to obtain the best possible use from police buildings and where appropriate re-invest in projects such as those mentioned to ensure that accessibility is as far-reaching as possible. In addition, there are five mobile police stations which are well used and welcomed by the public, particularly in areas where it has been notoriously difficult to access police services.

The force has a strong working relationship with the Norfolk Police Authority, which has a statutory responsibility for public consultation via conduits such as surveys and public meetings. Together, they have produced a three-year Consultation, Communication and Engagement strategy to recognise the need to implement new initiatives and help address these three strands when involving the community in policing issues. The force has focused on youth issues with the recent launch of a website for young people, *Beatwise*.

Awareness of customer service issues is being raised across the force with the provision of training under the Quality Counts initiative banner. Systems and monitors are in place to test the quality of services being provided through intrusive supervision techniques, performance reviews and public consultation. Customer feedback is used to inform decision making for service enhancement.

The establishment of witness care units across the county has provided additional support and information to service users as they engage with the criminal justice system.

### Strengths

- Satisfaction rates of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions are all above the MSF average with the exception of SPI 1b – satisfaction with action taken by the police. In this category the force is only 0.1% below the MSF average.

- The implementation of the quality of service commitment is one project in the police reform programme under the personal direction of the Chief Constable. The action plan includes accommodation of the victims' code, national call-handling standards and HMIC's First Contact thematic. Regular updates are also given to the police authority's scrutiny and audit committee; the current assessment is that the force is on target to deliver the commitment by November 2006.
- Norfolk has its own non-emergency contact number, which has been widely publicised. The provision of the non-emergency number, email, text messaging services; and web-based and community access points has given the public enhanced contact with policing services, and resulted in the reduction of inappropriate emergency calls. Accessibility to policing services has been improved by initiatives such as public information kiosks and a successful partnership to provide policing services at rural post offices.
- The provision of witness care units in criminal justice units (CJUs) has provided front-end specialist support and information to service users engaged with the criminal justice system.
- A range of satisfaction surveys is undertaken through an external company to ensure that public feedback is used to inform and effect change.
- A programme of Quality Counts training was delivered to all members of the force in early 2006, although there is mixed evidence of its impact. Senior managers interviewed were positive about the programme but it had not been as positively received or fully understood by more junior staff.

### **Areas for Improvement**

- Decreases are evident in SPI 1a-e indicators for 2005/06 when compared with the previous year, despite the force performing strongly against peers. This change in satisfaction rates may be explained by the switch from postal to telephone surveys in 2005.
- There are no systems in place for ensuring that members of the public are advised of the police response to their call. The call-handling project has led to the development of a 'keeping informed' policy which will address this. This is undergoing a final process of consultation and sets out the responsibilities of contact and dispatch centre (CDC) and BCU staff. It is intended for this to be in place by autumn 2006.
- No real-time customer feedback is available at present; this is being introduced by a system of 'call backs'. These are under the auspices of the force's Quality Counts programme and will be conducted by sector sergeants (four calls per month), inspectors (eight calls per month), senior managers (four calls per month) and area commanders (four calls per month).

## GOOD PRACTICE

<b>TITLE:</b> Public Information Points
<b>PROBLEM</b>
<p>Norfolk Constabulary is committed to enhancing ease of access to policing services and is constantly looking at ways to improve accessibility for the public. Working with a range of partners the force has created Norfolk Constabulary Information Points (NCIPs) as alternative means of contact with the police. Members of the public can report crime and incidents of any type in a way that suits them best, offering reassurance that they have a local access point to policing services.</p>
<b>SOLUTION</b>
<p>Norfolk aims to improve response to public demand for policing services, and thus increase public reassurance, by:</p> <ul style="list-style-type: none"><li>• Reviewing the police/public interface</li><li>• Developing the Constabulary's external communications strategy</li><li>• Maximising the number of, and time spent by, officers undertaking operational roles</li><li>• Addressing the needs of victims, repeat victims, young offenders, vulnerable witnesses, and in particular children, and hard-to-reach groups</li><li>• Effective use of communications and information systems and services</li><li>• Using the long-term estates strategy to provide information points without the need for people to visit police stations.</li></ul> <p>Three new and challenging ways of looking at how the public can contact the force are:</p> <ul style="list-style-type: none"><li>- Information points in post offices, council information centres and with other commercial partners;</li><li>- Internet kiosks; and</li><li>- Schools Information points.</li></ul> <p><b>Project 1:</b> Working with partners, open at least 30 Information points by April 2007, for Face-to-face contact to report crimes, incidents, seek information and speak to officers Obtaining firearm/shotgun applications and make submissions Making Data Protection Act applications Handing in and recording lost and found property Checking/recording of driving documents Reporting road traffic collisions</p> <p><b>Project 2:</b></p> <p>Norfolk Constabulary is leading the development of internet kiosks, which will allow 24/7 access to police services from locations throughout Norfolk. Some 21 internet kiosks will be installed in urban areas of Norwich, Great Yarmouth and Kings Lynn, including gay venues, rail and bus stations and shopping malls.</p> <p><b>Project 3:</b> Working with the LEA, set up police information points in schools, including every one of the 86 secondary schools in Norfolk, by April 2007. Youth liaison officers</p>

will be based in some schools.

**Potential benefits and monitoring**

- With greater availability and increase use of Information points and Internet points, the need for Public Enquiry officers in police stations could be reduced with potential saving on opening times, staff wages and numbers.
- Members of the public can use different methods to report crimes or incidents, seek information or contact officers without the need to visit police stations. Take-up of the information point facility and internet kiosks can be measured accurately.
- Raise visibility of officers/PCSOs on the beat as they use/work from information points.
- Schools project will allow school liaison officers to give an improved service to secondary schools, achieving citizenship awards and supporting Ofsted goals.
- Encouraging better relationships between police and youth/minority communities, reducing crime and fear of crime by facilitating ways in which offenders can see the impact of their crimes.

**OUTCOME(S):**

Some 30 information points have been installed in the county and their usage is being monitored; they are proving very popular particularly in rural areas.

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## 1D Professional Standards

Grade	Direction of Travel
Good	Not Graded

### National Grade Distribution

Poor	Fair	Good	Excellent
2	16	25	0

### National Position

In view of the recent focused inspection activity of professional standards departments across the country, the grade allocated in the national moderation process and publication of the reports in January 2006 will be applied for the purposes of baseline assessment.

The inspections were conducted using a substantial framework of questions under EFQM4 (European Foundation for Quality Management) headings. This framework of questions was forwarded to forces in line with normal baseline methodology, requesting self-assessment and submission of relevant evidence and supporting documentation. This material was then analysed and followed by HMIC inspection teams visiting forces to carry out validation checks and supplementary interviews of key staff and stakeholders. The baseline inspection reports include recommendations as well as areas identified for improvement.

Evidence was gathered, consolidated and reported upon in individual force baseline assessment reports which can be found on the HMIC website:

[http://inspectorates.homeoffice.gov.uk/hmic/inspect\\_reports1/baseline-assessments.html](http://inspectorates.homeoffice.gov.uk/hmic/inspect_reports1/baseline-assessments.html)

## 2 Reducing Crime (Domain 1)

### 2A Volume Crime Reduction

Grade	Direction of Travel
Good	Stable

#### National Grade Distribution

Poor	Fair	Good	Excellent
1	18	20	4

#### Contextual Factors

Volume crime reduction performance is continually scrutinised at all levels in the force. The DCC chairs the force TCG and drives force performance on volume crime issues. There is a clearly defined structure to ensure that management information is used to optimum effect and that strategic decisions lead to front-end outcomes. This is achieved through the strong TCG process and other meeting forums (daily management meetings, etc) which are replicated across the force and permeate through the different levels.

The Police Authority has set volume crime reduction targets for 2006/07 for the force in relation to domestic burglary, vehicle crime and violent crime. The iQuanta (an analysis tool which demonstrates performance trends) definition of violent crime has been adopted for the forthcoming year, and this will enable peer comparison. BCU and sector level targets for these areas of activity have been agreed.

The force continues to embrace the challenges of volume crime reduction with sustained performance over time.

#### Strengths

- Norfolk's performance in reducing domestic burglary and vehicle crime is above the average of its MSF group and is clearly improving.
- The force has recently undergone the 2006 National Crime Recording Standard (NCRS) audit and a 'Good' grade was awarded for both data quality and management arrangements.
- Effective leadership has ensured that the force remains focused on volume crime reduction issues and opportunities. There is clear accountability to the DCC for volume crime reduction performance through the NIM tasking and co-ordination process. The head of crime is the force champion for tackling volume crime and the detective superintendent (major crime) leads on policy.
- The force demonstrates high commitment to partnership working and engages with CDRPs at all levels. Many examples of effective multi-agency initiatives are evident in relation to volume crime reduction, with the force assuming a prominent role. Emphasis

has been placed on outcomes, and monitoring processes are in place to gauge the effects of activity.

### **Areas for Improvement**

- The force needs to continue to develop a more effective strategy for violent crime (notably robbery, sexual offences and violence against the person) reduction as 2005/06 saw an increase in this category, taking the force below the MSF average. The MSF average level is falling whilst Norfolk's is increasing.
- For 2005/06 the force used a 'top down' target-setting process, whereas the targets set for 2006/07 have been determined using a 'bottom up' approach, focusing on current BCU position within the MSF group and setting differential targets to promote the BCU position. This process should be reviewed and evaluated to ensure organisational learning.
- The force TCG meeting and the performance update meeting are currently combined. This can result in insufficient time being given to debate problem profiles - which identify the scale of a problem – ie, type of crime or numbers of incidents - brought for consideration and their identified risks and resourcing issues. There is also a risk that decision-making relating to the profiles is not recorded in an auditable way, to demonstrate the defensibility of adoption (or not) of profiles. A separation of meetings would bring clarity to the process and enable BCUs to engage in a transparent decision-making process which identifies profiles for adoption and prioritises ongoing work.

### 3 Investigating Crime (Domain 2)

#### 3A Managing Critical Incidents and Major Crime

Grade	Direction of Travel
Fair	Stable

#### National Grade Distribution

Poor	Fair	Good	Excellent
5	17	17	4

#### Contextual Factors

The management of Regulation of Investigatory Powers Act (RIPA) compliance and intelligence, vulnerable persons, missing persons and domestic violence is undertaken within the force operations area. The force has displayed a willingness to continually review its approach to specific investigations and can demonstrate the learning that has resulted.

Norfolk Constabulary works in partnership with a number of key agencies and adjoining forces in tackling major crimes and critical incidents. There have been a number of incidents in 2005/06 where the force has provided support to forces in addressing a major crime need. The force, with its partners, has established a number of joint working protocols to facilitate this type of work.

The number of crimes per 10,000 population in the following categories have decreased between 2004/05 and 2005/06 and are below the MSF average: abductions; blackmail; and kidnapping. The number of reported rapes has increased but remains below the MSF average.

#### Strengths

- The establishment of the major investigation team (MIT) and mobile support team (MST) has provided resilience in the force's ability to absorb and respond to critical incidents and major crimes, reducing the need for abstraction from BCUs and the consequent negative impact on daily business. These teams provide the main response to critical incidents and major crime and are staffed by 70 specialist personnel.
- Norfolk Constabulary has established a robust approach to the management of major crime and critical incidents; this is made clear within a number of supporting force policy documents and contingency plans. The force has adopted the national definition of a 'critical incident' and this is continually promulgated to staff. A masterclass on critical incidents was held in March this year. The force recognises the need to be able to respond to critical and major incidents in a 'business as usual' manner, having the minimum impact on the day-to-day areas of business for the force.

- The force has established significant expertise in the management and command of critical incidents and major crimes, notably in CIA and management and use of multi-agency consultation and support, including the involvement of the independent advisory group (IAG).
- The MIT has recently changed its terms of reference, refocusing elements to increase its support to BCUs in serious crime cases; the team has recently commenced cold case reviews, with four currently ongoing.
- Norfolk makes use of a number of specialist intelligence systems including the serious crime analysis system (SCAS), the point of contact for the force being the force intelligence bureau (FIB). Regular information is passed to SCAS from the force and the database is used regularly by senior investigating officers (SIOs) investigating serious offences. Other systems such as CATCHEM (the use of homicide data to assist in investigations) and the kidnap and extortion database are utilised when the need arises.
- Critical incidents and major crime are managed through various force structures; high risk offenders are managed through multi-agency public protection arrangements (MAPPA), domestic violence and hate crime units use high risk factors of spartan, pregnancy/newbirth, escalation, cultural issues, sensitivity stalking and sexual assault (SPECSS) and CIAs feed into the NIM process.
- The force provides sufficient call-out resources to deal with specialist support requirements for critical incidents and major crime, including advice at both the tactical and strategic level.

### **Work in Progress**

- Work is being carried out to establish homicide prevention strategies, particularly in respect of domestic homicide and homicide within minority communities. The force has commissioned a review of domestic homicide cases. Information from a number of types of incidents is being analysed and used to produce relevant problem profiles.

### **Areas for Improvement**

- Norfolk acknowledges there is still work to do in enhancing its ability to draw meaningful predictive information from demographic profiling within the NIM.
- The potential for an extended Gold cadre is currently under review as it has been identified that more Gold commanders are needed in addition to the ACPO team. A number of chief superintendents will be developed into the Gold command role.
- There is an identified shortfall in the numbers of Bronze commander resource in the force; the force is currently in the process of training Bronze commanders for incidents requiring a firearms response.
- A variety of structures exist to manage critical incidents and major crime but there is no single forum to draw these together on a daily basis. The force has recently completed a review of its use of the NIM which contains some 65 recommendations, one of which is the involvement of BCUs in the daily management meeting for identification of critical incidents and emerging issues at level 2. This meeting would engage BCUs at an early stage in the discussion and action allocation to tackle such incidents and problems.

### 3B Tackling Serious and Organised Criminality

Grade	Direction of Travel
Fair	Improved

#### National Grade Distribution

Poor	Fair	Good	Excellent
7	21	13	2

#### Contextual Factors

The intelligence directorate (ID) gives support to the BCUs across level 1 and level 2 criminality, and provides a full level 2 capability regarding intelligence, prevention and enforcement. In addition the ID contributes fully to the regional agenda, the director of intelligence chairs the regional intelligence group, and this assists with the Regional Tactical Tasking and Coordinating Group (RTTCG).

Special branch has been successful in obtaining designated security funding to expand the SB coverage and resources at Norwich International Airport and prepare for the expansion of Great Yarmouth as a port.

Partnership work with the drug action team is robust and will increase with the inclusion of a joint drug action team/police role, based within the ID.

#### Strengths

- The outputs of the ID are actively championed force-wide by the DCC, who ensures that the ID and its capability are promulgated through the level 2 TCG and performance meetings.
- Norfolk achieved the top level performance in respect of the value of confiscation orders in 2005/06, moving up from 23rd the previous year. The value for confiscation orders for the year to date is £3,195,642, a six-fold increase over last year.
- Proactive operations against level 2 subjects have been conducted; one example being Operation Aloft which tackled armed robberies across the region. Following a successful operation, suspects were arrested in possession of two sawn-off shotguns and £39,000 in cash.
- The force has invested in specialist staff to improve its response to level 2; the ID monitors level 2 criminality and informs the force tasking and co-ordination process, which then deploy sufficient staff to tackle emerging issues.
- The technical support unit (TSU) received a good report from the Office of Surveillance Commissioners (OSC) 2005 inspection, with particular mention being made of the in-force designed operational deployment and inventory database.
- The prison intelligence unit (PIU) has a detective sergeant (DS) and six detective constables (DCs) liaising with two prisons in Norfolk, co-located with prison staff to form

a very productive partnership. Results include a substantial increase in drug seizures and more sharing of intelligence. The PIU is involved in training with prison service officers to enhance partnership work and promote understanding of NIM principles.

- The RIPA compliance bureau is an identified area of strength noted in the OSC inspection. This report highlighted areas of good practice that other forces have used to improve their performance. The unit has produced training material, provided training to authorising officers and probationers, and continues to manage RIPA compliance to a very high standard.
- A newly-formed covert support unit is now dedicated to witness protection issues, providing for the first time a fully trained and committed resource to this area of business.

### **Areas for Improvement**

- The application of the NIM to all areas of business in the force has recently been reviewed and the recommendations will demonstrate areas for improvement in the management of intelligence, particularly community intelligence. The review highlights some 65 recommendations relating to areas of business management of information and intelligence, tasking and co-ordination processes, NHP and analysts and products. The ID needs to play a key role in driving the recommendations forward as appropriate; if adopted they will enhance the use of intelligence to inform decision-making.
- In early 2006 the ID introduced a level 2 daily management meeting that provided a dynamic overview of level 2 criminality on a daily basis in order to respond appropriately and task accordingly. This meeting links into the daily management meetings on BCUs and departments, with potential to be an effective organisational tool. However, the meetings were discontinued in the spring of 2006 after receiving limited buy-in from BCUs and should be restored. The force should consider restoring them with ways of ensuring greater engagement from BCUs.
- There are currently no performance indicators to link to PDR objectives for those engaged in combating level 2 criminality; the force is currently engaged in the development of these.
- Historically, the focus of the force strategic assessment has been on volume crime issues, but this is being developed to better reflect the issues of level 2 criminality. This can then be linked to the development of performance indicators to demonstrate improvement and achievement in this type of work.

### 3C Volume Crime Investigation

Grade	Direction of Travel
Fair	Stable

#### National Grade Distribution

Poor	Fair	Good	Excellent
3	20	16	4

#### Contextual Factors

Volume Crime reduction performance is scrutinised at all levels in the constabulary. The DCC is driving performance at senior management with BCUs using fora such as the daily management meetings to ensure performance against target is monitored. This has led to focus on sanction detections – where the offender is subject of a sanction i.e., fine or prison sentence for the crime committed - and an improvement in performance with a recognition that this focus and drive needs to be maintained. The constabulary also received an overall grade of Good in a recent audit of compliance with Home Office counting rules.

#### Strengths

- Norfolk has placed a greater emphasis on sanction detection rates in 2005/06, and this has helped to close the gap in total crime sanction detections between Norfolk and the average of its MSF group. Average differential sanction detection targets for each BCU have been set for the financial year 2006/07.
- The force has also maximised asset recovery powers through the highly successful economic and computer crime unit, which is the most successful in the country for cash seizures and post-conviction confiscations.
- Norfolk has recently undergone the 2006 NCRS Audit and a 'Good' grade was received for both data quality and management arrangements.
- The recently established quality assurance team has undertaken various NCRS and detections audits to ensure compliance with Home Office standards.
- Norfolk received an overall grade of Good in the most recent audit conducted on behalf of the Home Office to assess compliance with Home Office Counting Rules on how crimes are finally resulted.

#### Work in Progress

- Better use of iQuanta data is currently under development with improved packages being fed to the Chief Officer Group (COG), police authority performance scrutiny meetings and regular discussion at the crime steering group

### **Areas for Improvement**

- The force was in the lower half of its MSF group for sanction detections in 2005/06 although performance is improving.
- The sanction detection performance for the MSF group in violent crime has been increasing at a faster rate than Norfolk's, increasing the gap between the MSF average and Norfolk.
- The force has recognised the need to improve its overall sanction detection rate. This will be achieved by focused effort against sanction detection targets for volume crime which have been set for 2006/07 and the inclusion of volume crime sanction detection objectives in individuals' PDRs.
- Processes to ensure optimum capture of sanction detection opportunities are being developed within the criminal justice department (CJD) and the CDC to improve performance in this area.
- Auditors identified issues with regard to formal warnings for cannabis; although the sample size in the audits is small, the constabulary should, nonetheless analyse the reasons for this assessment and rectify any identified problems.
- The constabulary also received a Poor grade in relation to offences taken into consideration. Again, the constabulary should analyse the reasons for this and seek to rectify problems.

### 3D Improving Forensic Performance

Grade	Direction of Travel
Excellent	Stable

#### National Grade Distribution

Poor	Fair	Good	Excellent
3	16	21	3

#### Contextual Factors

Norfolk Constabulary has an appropriately resourced forensic investigation department that comprises three main areas: crime scene investigation (CSI), submissions and imaging. The force has utilised volume crime scene investigators (VCSIs) to good effect and these officers have been developed to enable them to deal with all volume crime. Submissions include both the fingerprint bureau and the forensic submissions and DNA unit, and this structure has the advantage of dealing with all forensic submissions and hits within one entity (the BCU-based DNA intelligence officers are also co-ordinated by this department). All staff are subject to SMART (specific, measurable, achievable, realistic and timely) target-setting, focusing on output and timeliness.

Norfolk has recruited a number of trainee fingerprint officers over recent years and the majority of these have become fully qualified within three years, have attained high course marks and are delivering high standards of performance in-force. Imaging deals with all photographic issues for the force and recently introduced digital imaging to all operational units, including a groundbreaking intranet-based viewing and ordering system (see Case Study 1). There is a strong performance and innovation culture across the department and the creation of network access and ordering of images demonstrates the technological utilisation undertaken.

#### Strengths

- The force performance is very good in comparison with its MSF group in the majority of indicators in this framework.
- The Home Office-sponsored Scientific Work Improvement Model (SWIM) report was completed by Lanner in March 2006 and showed Norfolk to be the top performing force nationally in relation to both fingerprint and DNA detections per 100 crimes. It also highlighted the force's good practice in a number of areas, and evidenced that the force is above average in all areas researched.
- National fingerprint board (NFB) comparative data shows that Norfolk continues to optimise national automated fingerprint identification system (NAFIS) usage and is in the top quartile for all elements detailed.
- The force has an overarching strategy for forensic investigation which was first published in 2004 and is reviewed annually. This important document sets a clear

direction for the force in relation to forensic matters and acts as a reference document for all staff. The strategy incorporates advice and guidance and highlights key national and technological developments.

- A performance culture is firmly embedded within the forensic investigation department and is used to good effect in directing resources and identifying development areas. Objectives and targets are set for all staff and management information is available on an individual level to highlight good work or to address deficiencies. Data is available via the force intranet or in hard copy to inform BCU activity (eg evidential conversions of forensic hits and CSI tasking).
- The established 'practitioners' group' acts as an internal quality circle and empowers staff from all forensic disciplines to identify and solve their own problems and inefficient working practices.
- CSI officers are centrally managed but the structure is sufficiently flexible to respond to changing needs. The forensic investigation department is represented at daily tasking meetings and at level 1 and 2 tactical TCG meetings, where the department personnel are used as specialist advisers as well as responding to resourcing demands and BCU performance priorities.
- Norfolk has developed forensic awareness training since the last assessment. The forensic investigation department sees the advent of the Initial Learning and Development Programme (ILDP) as an opportunity to further develop this element and has been working closely with the training department in planning the relevant inputs. A number of forensic investigation staff have commenced training to develop their presentation skills to further enhance inputs.
- Norfolk is part of a ten-force forensic procurement arrangement for some forensic services but prior to this arrangement had secured very competitive prices unilaterally by careful negotiation with providers. An IT package developed in-force provides comparisons between external forensic science providers to show the cost per exhibit by offence type, and the average turnaround time to ensure the optimum value for money in respect of forensic submissions.
- The technical support unit (TSU) received a good report from the OSC 2005 inspection, with particular mention being made of the in-force designed operational deployment and inventory database.
- Each BCU has a DNA intelligence officer with an IT package to ensure that intelligence and evidential value is optimised from all forensic hits. They are also responsible to the BCU crime manager to ensure that all such hits are tracked to investigative outcomes.
- The DCC champions forensic issues through the force TCG where forensic issues are actively promoted, challenged and debated. This meeting enables appropriate forensic tasking decisions to be made and ensues that senior managers are held to account for forensic performance. The DCC also holds regular meetings with the head of forensic investigation, reviewing the tasking and performance issues and ensuring that changes can be incorporated promptly to further improve efficient and effective practices.
- The imaging section of the department deals with all photographic issues for the force and has introduced digital imaging for all operational units including a groundbreaking intranet-based viewing and ordering system (see Case Studies). This has reduced the

time taken to produce evidence and ensured that service users have a system that meets their requirements in a timely and effective manner.

### **Work in Progress**

- The force needs to start moving towards digital offender image capture that is compatible with the facial imaging national database (FIND) system. The force is funding this system and has produced a specification for itself and neighbouring forces.
- Norfolk acknowledges the requirement for enhanced professional development for CSI staff and is looking to introduce a targeted, practically-based training programme to address this. The head of forensic investigation sits on the national forensic training strategy group and this has led to the development of scenarios for competency testing which are linked to the National Occupational Standards (NOS).

### **Area for Improvement**

- Although the percentage of fingerprint recovery from motor vehicles has increased by 3.1%, it is still below the MSF average.

### 3E Criminal Justice Processes

Grade	Direction of Travel
Good	Stable

#### National Grade Distribution

Poor	Fair	Good	Excellent
0	15	27	1

#### Contextual Factors

Norfolk Constabulary has a CJD which is responsible primarily for the progression of prosecution files from operational officers to the courts, through the Crown Prosecution Service (CPS). There is a CJU located and affiliated to each of the BCUs. Each unit comprises of sections responsible for administration of cases, the result of cases, the building of cases and victim/witness care.

Members of the departmental management team have responsibility for the force custody user group, youth justice issues, the force witness care programme 'No witness, No justice', warrants management and departmental performance monitoring. The department takes responsibility for driving changes in legislation as they affect the force.

The Chief Constable leads on criminal justice processes through participation on the local criminal justice board (LCJB). Performance in the criminal justice arena is monitored by the LCJB and CJD performance officers. Departmental managers meet monthly with CPS and BCU crime managers under the auspices of prosecution team performance management (PTPM). The primary aim of PTPM is to drive up force performance on sanction detections and correspondingly increase the number of offences brought to justice.

The DCC is the force lead on Police National Computer (PNC) data quality and performance. Compliance with national standards is monitored through the TCG and the force PNC steering group, which the head of department chairs. Norfolk currently meets all timeliness targets.

The force supports good links with all partner agencies in the criminal justice arena. The department seconds four police officers to the youth offending team (YOT).

#### Strengths

- The force performance for the percentage of notifiable or recordable offences resulting in a charge, summons, caution or taking into consideration at court has increased by 3.9%, from 22.3% in 2004/05 to 26.2% in 2005/06, although this is below the MSF average of 27.6%.
- Through close work with other criminal justice partners, the force has met all recent targets in respect of PNC timeliness, the timely and effective prosecution of persistent

young offenders (PYOs), persistent and prolific offenders (PPOs) and the management of warrants issued by the courts.

- PTPM has been introduced, with regular monthly meetings between operational crime managers, local CJU managers and local CPS managers. It provides a forum for joint analysis of issues that affect the performance of both partners. Performance data for the meetings focuses on increasing opportunities for gaining sanction detections to meet the force target.
- The department has a policy for non-disruptive interchange of staff between posts to facilitate wider role experience for staff. This results in a greater flexibility for staff deployment and assists managers to progress workloads effectively through peaks and troughs by temporarily redeploying staff.
- Through the use of a departmental officer with previous training experience, the department was able to provide in-house training for staff on recent major legislative changes. This minimised the need for staff abstraction to obtain the training elsewhere. The same training package has been shared with other criminal justice partners.
- Statutory charging has been fully implemented across the force area. Through the redeployment of staff previously working within the department's case-building sections to the main custody centres, evidential review officers (EROs) and their supporting enquiry officers (EOs) now support operational officers at the pre-charge phase of investigation. Despite the loss of staff, the case-building sections have continued to maintain timeliness and quality of files requested by the CPS.
- Witness care units (WCUs) and services are in place in all three CJUs to support victims throughout any court proceedings. Special advocacy workers, provided through the Leeway organisation, work closely with the WCUs to provide a higher level of support for the victims of domestic violence.
- The force was inspected by HMIC for PNC compliance in September 2005 and received a 'Good' grading. Inputting to the PNC at the point of arrest/summons has consistently hit the target set, although court resulting declined during the year.

### **Work in Progress**

- Since their creation, the WCUs have relied on the CPS Compass system for IT support in their work. This system has limitations in respect of witness care functions. In the near future the units will be provided with enhanced support through the introduction of the national witness management information systems (WMIS).
- At present the force does not operate a speed awareness diversion for drivers caught exceeding the speed limit. Work is in hand to provide this, a tender having recently been put out for a service provider. It is anticipated the scheme will be in place by late summer 2006.

### **Areas for Improvement**

- Currently the custody provision at Bethel Street police station in Norwich is inadequate for the needs of the area. Work is progressing to improve current facilities to enhance working conditions and capacity. The three counties joint PFI initiative for the provision of custody suites is on course for delivery in 2008.

- Implementation of training for staff in the use of the National Strategy for Police Information Systems (NSPIS) has been delayed due to recent technological upgrades of the program. It is anticipated that, once the upgrading of the system is close to completion then full training can commence.

## GOOD PRACTICE

<b>TITLE:</b> : Raising efficiency for Criminal Injuries Compensation Authority (CICA)Claims
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**PROBLEM:** The Criminal Injuries Compensation Authority (CICA), and the Criminal Injuries Compensation Appeals Panel (CICAP) send information requests to the Constabulary to assist with their compensation claim decisions.

Under the new Victim's Code, the force is obliged to respond to CICA's initial requests and CICAP requests in 30 days, and CICA's subsequent requests within 60 days.

**SOLUTION :** To ensure that we are meeting the target, and to keep track of the whereabouts and timeliness of responses, the CICA spreadsheet has been developed. Norwich CJU logs each new request, and passes it to the relevant department for them to complete, or monitor the completion by the relevant officer. This has been commended by the Home Office, who are distributing it to all other forces.

Norfolk Constabulary have prepared an excellent guide within this area of good practice-too large to represent the *Excel* spreadsheets

<b>OUTCOME(S):</b>
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In summary, the sheet has the following benefits:

- Simple to use, requires no specialist knowledge, many things done automatically
- Quick, clear performance monitoring
- Tracks the progress of the request

Provides an audit trail of our obligations under the Code of Practice.

<b>FORCE CONTACT:</b> Claire Dellar, Criminal Justice Dept. 01953 426298
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## 4 Promoting Safety (Domain 3)

### 4A Reducing Anti-Social Behaviour (ASB)

Grade	Direction of Travel
Good	Stable

#### National Grade Distribution

Poor	Fair	Good	Excellent
0	8	35	0

#### Contextual Factors

Anti-social behaviour (ASB) has been the subject of strategic attention within the force. This is exemplified by the joint approach with CDRPs to appoint a specific ASB co-ordination team in each of the CDRP areas and a specific ASB team on each of the force geographical areas.

The force uses the full range of ASB interventions and has included ASB as a component part of the force control and intelligence strategies. Through these processes, relevant details are cascaded to officers via the NIM process in relation to intelligence and ASB problems to be dealt with at BCU level.

An ASB champion at inspector rank has been created within the community safety department. The champion oversees the force ASB response within the ASB strategy and also disseminates good practice from a variety of sources to the area community safety departments, which co-ordinate ASB interventions and responses in their area. ASB co-ordinators also deal with conviction-related Anti-Social Behaviour Order interventions and there are regular multi-agency meetings between CDRP ASB co-ordinators, police ASB co-ordinators and community safety personnel.

There are co-ordinated approaches to alcohol-fuelled disorder within the night time economy on each BCU area and there are regular liaison meetings between force licensing officers, local authority licensing staff and licensees.

ASB is tackled in a number of innovative ways, including teams such as the community action team at Thetford, a NHP-type project which has been running for some time and with partnership working in the policing priority areas of Great Yarmouth and Norwich.

#### Strengths

- There are strong links between the force and its partners to tackle ASB with a holistic problem-solving approach. The force has been particularly successful where this multi-agency approach has been evident from the outset. Operation Enterprise, a three-year nationally profiled multi-agency initiative around the night time economy in Norwich, is a good example of collaboration to combat ASB and crime. It has been successful in

bringing a major reduction in alcohol-fuelled ASB and crime within the entertainment sector in Norwich.

- The inclusion of ASB in the force control and intelligence strategies serves to ensure that it remains high profile and provides clear direction.
- PCSOs are actively encouraged to take the lead on ASB initiatives and have been given greater responsibility for their areas of patrol.
- The community is encouraged to report ASB in many ways. Great Yarmouth has an anti social behaviour hotline, 'It's Your Call', which is a dedicated line allowing members of the community to report ASB anonymously.
- Progressive, appropriate use is made of a range of ASB interventions, including Anti-Social Behaviour Orders, Anti Social Behaviour Injunction (ASBI), Acceptable Behaviour Contracts (ABCs), parental orders and dispersal areas. Full instructions are available to all officers in each BCU on how to progress ASB interventions.
- An ASB practitioners' group meets every six months at force headquarters to discuss problems and share good practice. Representatives from BCU, CDRP, headquarters, the police authority and the community are present.
- Mobile police stations have been introduced in more remote villages, which encourage ASB reporting; routes are notified in advance to parish councils.

### **Work in Progress**

- Fixed penalty notices for disorder have not been introduced in the year under review but they are scheduled for introduction in June 2006, and will offer another intervention option.

### **Areas for Improvement**

- The number of criminal damage offences increased in 2005/06 and the force is significantly below its MSF average in this category.
- The force ASB strategy needs to be updated in light of recent initiatives from central government – this will be undertaken during 2006/07.

## 4B Protecting Vulnerable People

Grade	Direction of Travel
Fair	Improved

### National Grade Distribution

Poor	Fair	Good	Excellent
8	32	3	0

### National Position

This framework replaces two frameworks used in 2005 – Reducing and Investigating Hate Crime, and Crimes against Vulnerable Victims – which covered hate crimes (predominantly racially motivated), domestic violence and child protection. Following consultation with practitioners and ACPO leads, a single framework was introduced for 2006 with four components: domestic violence; child protection; the management of dangerous and sex offenders; and vulnerable missing persons. Hate crime is captured in framework 1A. It is therefore inappropriate to compare this framework with last year's results; the direction of travel reflects HMIC's judgements about changes in domestic violence and child protection, and the work that forces could evidence in the other two areas, for example that they had improved their structures, processes and resources.

The four areas are discrete but share a common theme – they deal with vulnerable victims where there is a high risk that an incident can quickly become critical, and where a poor police response is both life-threatening and poses severe reputational risks for the force. For this reason, the grade is an overall grade capped at the level of the weakest area of performance. Aggregating four components to a Fair grade – which is defined as being an acceptable level of service – when HMIC (and in many cases forces themselves) recognises that at least one area merits a Poor would be unsafe.

### Contextual Factors

In Norfolk, these disciplines fall within the family protection unit, specialising in crimes against vulnerable victims – with the exception of domestic violence which is dealt with by specialist departments located on the BCUs. A significant improvement in service has been the introduction of a CPU referral desk, ensuring close relationships working with partners to ensure that referrals are documented and progressed, providing an improved level of service. The adult protection unit also provides a dedicated resource for the investigation of crime against vulnerable people, with the addition of dedicated adult protection social workers. Norfolk has recognised that improvements are required in the use of technology to improve the effectiveness of the service and develop links across these specialist areas.

### Strengths

#### Child Protection

- Norfolk Constabulary has a family protection unit (FPU) which has a combined police

officer and police staff establishment of 73. The FPU is split into three sections; child protection, adult protection and public protection. The unit works from three operating bases across the county to maximise effective cover. The child protection unit (CPU) has recently received a favourable report following a review by Centrex, with the referral desk for CPU cited as good practice.

- The force has invested in improved accommodation for its FPU teams. Norwich's child protection team relocated to new, purpose-built accommodation in February 2004 while in March 2006 the satellite office at Gorleston moved to new accommodation. Care suites have now been upgraded or built and new DVD systems installed, while three portable video interview units have been purchased. All of these changes have improved victim care.
- Force policy requires that all officers, by the end of their tour of duty, submit a form outlining any dealings they have with a child or young person under the age of 18 to the CPU. These forms are recorded on a database and information is disseminated to partners: children's services, education, health and YOTs. The CPU has access to the children's services database (ISIS) and all referrals are checked against this to help assess risk prior to dissemination.
- A published *Missing Persons Policy and Procedures Guide* is available on the force intranet system. It details roles and responsibilities of staff and supervisors according to risk category and dictates that frequent review of individual cases is carried out by supervisors. Detective inspectors (DIs) examine their outstanding missing persons reports on a daily basis and each area chief inspector (operations) receives a daily return of outstanding missing persons reports.

### **Domestic Violence**

- The force has an accountability framework through BCU CID to area commanders, with the domestic violence portfolio holder being the detective superintendent for major crime and the chief officer lead being the DCC.
- The force is currently signed up to deliver against the violence targets and the county local public service agreement (LPSA) targets to reduce repeat victims and increase the number of offences brought to justice. The detective superintendent is accountable to the county forum and county project board.
- Domestic violence is included within the force control strategy and there is a positive arrest target which is consistently achieved.
- The force has recently embarked on a new multi-agency strategy. As part of this strategy, each BCU has set up a multi-agency group with representations from police, education, social services and probation. In addition, representatives from housing, the primary care trust and voluntary services are invited in appropriate cases. These groups holistically review domestic violence cases which are referred to them with the intention of supporting the victim, prosecuting the perpetrator and dealing with ancillary matters such as silent victims and appropriate interventions.
- Training for specialist staff within the domestic violence units consists of specialist courses which are nationally accredited, and for non-specialist staff it takes the form of attachments, probationer training, call handler training and inputs to sector meetings.

### **Public Protection**

- All public protection unit (PPU) staff have up-to-date role profiles. New staff joining the FPU give up any specialist functions such as search training, HOLMES, etc, which ensures that FPU is not subject to continual abstraction of staff.
- The force has produced a performance management package to improve the performance of staff responsible for public protection. Along with intrusive supervision, workloads are closely monitored to ensure an appropriate ratio of resources is applied across the force. The central team is supported by an administration team to ensure all visits are allocated and completed.
- Identified risks, once assessed and allocated, are managed by the MAPPA manager with objectives set for an identified responsible officer within an agreed time frame. These are reviewed at the beginning of each MAPPA meeting.
- The PPU produces a regular report concerning sex offenders and violent persons who pose a significant risk. The report is disseminated to appropriate staff on area for use at daily tasking and briefings. It is also sent to the FIB which includes it within the TCG package.
- An inspection of the FPU in 2005 by Centrex on compliance with guidance under 'Working Together to Safeguard Children' highlighted the work of the unit being as good practice.

### **Missing Persons**

- The management accountability structure for missing persons is clear and fully defined within the force policy document. This includes a description of the role of media liaison.
- The force currently uses a paper-based system for recording missing persons, which is combined with a risk assessment process. The records are reviewed by a supervisor and then subject to referral to the daily management meetings. The meeting ensures that the appropriate resources and actions have been allocated to the investigation and that it complies with the force policy for low, medium or high risk missing persons.

### **Areas for Improvement**

- DIs are currently undertaking criminal records bureau (CRB) checks on paper files. Assigning resources to back-record and convert the information held on crime and referral files would reduce the time needed to make checks and storage costs would decrease.
- Child protection accommodation at Swaffham is inadequate. A short-term solution is to make internal alterations to Swaffham Police Station while the force takes a view on its long-term estates strategy. This has been included in tranche two of the strategy.
- Whilst the daily referral system for incidents involving children and young persons is innovative, it requires further technological improvement. Work is being undertaken to replace written forms with electronic forms to improve their quality and dissemination and combine them with the domestic violence form.
- The force has recognised the requirement to further develop links between domestic violence, child protection and MAPPA work. This is hoped to be achieved in part through the inclusion of an additional detective chief inspector (DCI) post to establish these links and develop appropriate policy and procedures.

- Norfolk has identified the need for succession planning and the appropriate future resourcing of the increasing requirements of public protection but there is currently no business plan to support these anticipated requirements.
- A staff development plan is needed for these specialisms. Currently there is no specific training requirement for staff, and training is provided on an ad hoc basis, limited by cost as opposed to meeting the organisational requirement.
- The force is considering the development of appropriate performance indicators related to these specialisms that can then be linked to staff PDRs, to develop their understanding of, and improvement in, performance.

## 5 Providing Assistance (Domain 4)

### 5A Contact Management

Grade	Direction of Travel
Fair	Stable

#### National Grade Distribution

Poor	Fair	Good	Excellent
1	18	20	4

#### Contextual Factors

A range of developments, in particular relating to call handling, have been introduced in the CDC. The main emphasis has been to embed the national call-handling standards and provide a more specialist and professional call-handling function. This has been achieved through improvements in the accessibility of policing services by the public, with the exploitation of a number of mediums, such as email, text, messaging and a single non-emergency number. Alternative means of contact is provided through web-based and community access points, and enhanced training to all CDC staff, in particular supervisors, has led to an improved quality of service.

#### Strengths

- The chief officer lead for call handling is the DCC, who chairs the call-handling programme board. The board holds the department to account in line with an agreed project initiation document for meeting the national call-handling standards and projects. This board has now been incorporated into the police reform steering group under the Chief Constable's lead. The board has introduced a number of changes including the adoption of the national call-handling grading policy, national call-handling quality assurance standards and national call-handling targets.
- The force introduced dedicated and distinct specialisms of contact and dispatch within the CDC in April 2005 and this has resulted in improvements in service delivery. The full call-handling process has been mapped and defined and this used to identify issues for development. Dedicated managers are now in post.
- The introduction of a single non-emergency number, giving access to the public on a single, easy to remember number, has reduced inappropriate emergency calls.
- There is effective staff involvement through consultation groups, newsletters and staff surveys. A second call-handling staff survey has recently been completed and the results are currently being analysed. An outcome from the first survey conducted in mid-2005 was that staff were seeking more feedback and support from their supervisors. The introduction of call quality assessments was one result of this feedback, together with monthly one-to-one sessions between call-handlers and supervisors, which were introduced in spring 2006.

- Norfolk Constabulary currently has a facility in nine post offices and seven county council information points where members of the public can obtain most services available at police station public enquiry offices. The staff at these locations are trained to deliver the services. The post office access points are clearly badged as Norfolk Constabulary information points, with an increasingly corporate approach to written information presentation.
- The HR department supply a dedicated area personnel officer to assist the contact centre management with all issues pertaining to personnel, including recruitment and retention, contracts, sickness management and working time regulations. Support is also provided by way of advice and guidance in respect of issues relating to unsatisfactory performance or misconduct.

### **Work in Progress**

- There is a recognised need to improve the ability to respond to real-time customer feedback and to improve the analysis of the causes and trends of complaints. This is being addressed by the setting up of a new support structure, including the creation of a dedicated performance review inspector post and a management information analyst role. Staff for these posts are now in place and process for analysis and performance management is due to go live in January 2007.
- The call-handling project has led to the development of a 'keeping informed' policy. This has been completed and approved by the force and sets out the responsibilities of CDC and BCU staff for ensuring that members of the public are advised of the police response to their call. It is intended that this is in place by autumn 2006 after appropriate training and it should lead to improved customer satisfaction.

### **Areas for Improvement**

- Currently, CDC performance is scrutinised fortnightly at the TCG by the DCC and peers from territorial BCUs. The CDC also has a departmental TCG. Both these meetings combine the performance and tasking elements and, for greater clarity, consideration should be given to separating them.
- A system is being researched and developed that will provide volunteers to each BCU to undertake follow-up calls, updating the public. This will directly provide support to front-line officers and the perceived outcome is that this will save officer time, minimise delay in responding to the public when officers are unavailable and improve customer satisfaction. This proposal is due to be considered by the COG in September 2006.

## 5B Providing Specialist Operational Support

Grade	Direction of Travel
Fair	Stable

### National Grade Distribution

Poor	Fair	Good	Excellent
0	23	19	1

### Contextual Factors

Norfolk Constabulary has a well-resourced specialist operations department comprising:

- operations command staff (providing command skills and advice to BCUs for county-wide operations, specialist firearms operations and event planning);
- dog section;
- firearms training and operations section;
- mobile support team (MST) providing specialist uniformed support including; search, police support units (PSU), house-to-house enquiry skills and chemical, biological, radiological and nuclear (CBRN);
- operations planning (contingency planning, partnership work on resilience issues, force operations planning activity, business continuity plans co-ordination and validation, offshore policing matters);
- automatic number plate recognition (ANPR) intercept team;
- air support unit.

The specialist operations department provides the professional lead and the co-ordination role for other specialist operational support which is provided by way of skills retained by staff deployed on BCU or other postings.

The department has recently been incorporated into a new Operations Command which also includes the CDC and the community safety department. This will allow the force to develop further the relationship between specialist support and incident response, including critical incident management response and mobilisation of support.

### Strengths

#### Firearms and General Arrangements

- The force has a robust risk and threat assessment process linked to intelligence held on gun crime (Operation Amber) and operational experience. This is reported to the strategic firearms group (operations forum) every six months and drives a review of firearms establishment, command, capability, tactics, training and equipment. The firearms practitioners' group meets quarterly and a monthly bulletin is produced by the firearms training and operations section.
- The force is introducing a formal re-accreditation event every three years, or sooner if the individual has not commanded a minimum of two incidents in any given year, or if

concerns are expressed regarding their competence. This ensures that skill levels are maintained.

- Armed response vehicles (ARVs) are part of a devolved roads policing structure and are subject to tasking through the area TCG processes. The specialist operations department is represented at force level 2 tasking meetings where resources and planning for level 2 operations requiring firearms support are identified.
- MST, dog and air support units brief on local intelligence through the force intranet and carry out patrols in identified crime or anti-social behaviour hotspots. Activity carried out in support of BCUs is subject to performance monitoring and is highlighted in the officers' PDR objectives.

### **Contingency and Operational Planning**

- The operations planning department maintains a range of plans for police-specific contingency responses as well as a broad range of joint agency and business continuity plans. These plans are exercised regularly and a plan validation process has been agreed with all partner agencies. Expertise in exercise planning and facilitation is made available to partners to assist in the development of their operational response (eg, devising evacuation exercises for Norwich City FC).
- The force maintains an offshore liaison capability to provide an informed and effective response to offshore incidents connected to North Sea gas/oil installations.
- A professional and well trained underwater search unit is in place, and the officers on the unit are also search trained. Along with the full-time MST search specialisms, this allows for flexible and prompt deployment of search teams.

### **Public Order**

- The force currently trains six police support units (PSUs) to fulfil a mutual aid requirement of three PSUs. In the aftermath of the July bombings the force was able to maintain the ability to deploy PSU, search and specialist firearms capability (with command support) at the same time as maintaining the G8 deployment of two PSUs, also with command.

### **Work in Progress**

#### **Firearms**

- In March 2006, the force commenced a training programme for bronze commanders to achieve an ability to maintain 24/7 'on duty' bronze command capability. Selection mirrors that of selection for authorised firearms officers (AFOs) plus the additional criteria of being at supervisor level.

### **Areas for Improvement**

#### **Firearms**

- Specialist firearms response is provided by a sufficient number of AFOs, grouped into two teams for training and abstraction purposes. However, the officers do not have a formal call-out procedure and call-out arrangements are ad hoc. Although the force has never failed to achieve a call out or missed the performance target set for spontaneous deployment, dependence on securing resources from an ad hoc ring round is out of step with current expectations. The force is examining options for change, including

having sufficient numbers on duty to form a response team or moving to formal call-out arrangements subject to finance being made available.

**Public Order**

- Public order is not specifically addressed in the force strategic assessment but there is evidence that intelligence-led and reactive considerations are made in respect of raves and scheduled commitments such as football. Tasking to develop intelligence requirements is carried out through the daily management or TCG process. The suspension of the level 2 daily tasking meeting has had an adverse impact on the force's ability to identify potential public order threats.

## 5C Strategic Roads Policing

Grade	Direction of Travel
Good	Stable

### National Grade Distribution

Poor	Fair	Good	Excellent
0	7	33	3

### Contextual Factors

The size and structure of the force determines the style of roads policing in Norfolk with a policing structure devolved to basic command units (BCUs). There are no motorways but there are a number of arterial routes, with the county being predominately rural and covering a wide geographical area. The DCC is the force head of operations, including roads policing, which is a devolved function with a small central core. Each BCU has a roads policing inspector and the force has a chief inspector (operations and roads policing) which provides strategic, policy and operational support to BCUs.

The force works in accordance with the national strategic priorities for roads policing and the ACPO guidelines for speed enforcement. The first roads policing strategy for the county is in its final draft.

The ACPO Road Death Investigation manual has been implemented since 2003 and the force has sufficiently trained officers to investigate road fatalities. The force demonstrates strong partnership working throughout all levels in relation to roads policing and casualty reduction issues.

### Strengths

- Roads policing is linked implicitly to the NIM and forms an integral part of the force tasking and co-ordination process. It features prominently in strategic and tactical assessments and information is provided on patrol routes, cluster sites, core routes and ANPR activity.
- The force played a significant role in the development of the county strategic road casualty reduction group involving road safety professionals. There are operational and policy subgroups with police representation that feed into the strategic group to improve road safety partnership working.
- Each BCU's roads policing unit (RPU) inspector and sergeants and the ANPR intercept team sergeant are SIO trained. In total this equates to 13 officers. There are 30 suitably trained road death family liaison officers (FLOs) and this provides an appropriate level to meet force demand. A 'traffic light' electronic database system enables the force to determine the status of each family liaison officer (FLO) regarding deployment and welfare.

## **Work in Progress**

- Roads policing is implicitly linked to the NIM and TCG processes. However further work has been commenced to improve intelligence gathering and sharing potential with other agencies and partners who work in the roads policing area. A force representative chairs the enforcement and engineering group and this has lead to greater information sharing and joint operations with the Vehicle and Operator Services Agency (VOSA). The force has also approved a new roads policing strategy which incorporates development of data sharing and analysis both across the force and with partner agencies.

## **Areas for Improvement**

- Whilst improvement has been made to the way the force manages ANPR it is not yet in a position to realise its full benefits. The force has an ANPR project structure and team which is already reaping benefits. Among the benefits that have been introduced as part of the project is a dedicated ANPR intercept team.
- Performance against statutory performance indicator (SPI) figures for this framework is 'Fair'. Statistics for road traffic collisions resulting in death or serious injury are above the MSF average, and satisfaction levels have fallen since the previous year.
- The percentage of victims satisfied with action taken by police after road traffic collisions has decreased in 2005/06 over the previous year. This change in satisfaction rates may be explained by the switch from postal to telephone surveys in 2005.

## 6 Resource Use (Domain B)

### 6A Human Resource (HR) Management

Grade	Direction of Travel
Good	Stable

#### National Grade Distribution

Poor	Fair	Good	Excellent
2	18	23	0

#### National Position

The PPAF indicators on sickness and medical retirement continue to be key quantitative measurements of human resource (HR) performance. Increasing significance is being given to the completion of performance development reviews (PDRs) within 60 days of due date. PDRs should be intelligence-driven and link to other HR processes such as promotion and career pathways.

While most forces have conducted some basic workforce planning, this has yet to be extended to all staff, ranks and grades. Workforce planning often concentrates on basic succession planning for key operational police officer posts. Most forces now have a full range of policies to support the work/life balance, often going beyond their legal obligations. The majority of forces need to develop an effective mechanism to manage demand, which ensures that they allocate resources to peak periods. There is limited evidence to show that supervisors and managers have been adequately trained in effective resource management.

Although annual staff satisfaction surveys are common, applying the learning from these surveys, and from employment tribunals, accidents, injuries, complaints and grievances, could be developed further. Much health and safety activity in forces is owned by a handful of key individuals and is rarely integrated fully into day-to-day activity, other than monitoring of accidents, injuries and near-misses. Few forces have accident/injury reduction targets or effective performance management of health and safety activity.

#### Contextual Factors

The HR department works closely with the executive team and area management teams to ensure that HR is integral to the achievement of organisational objectives for the force.

The relationship between the headquarters HR function and devolved area HR function is reviewed to ensure that the headquarters function provides the necessary professional support to area personnel officers and their teams.

All HR staff members are encouraged to consider undertaking professional development and support is given to individuals both in time off and funding to achieve this. All senior HR managers and area personnel officers are professionally qualified and are at least graduate members of the Chartered Institute of Personnel and Development.

The introduction of the integrated HR and payroll system and duties management system will ensure the department is in a much stronger position to ensure management information meets the organisation's needs.

### **Strengths**

- The human resources strategy and plan have been agreed by the police authority. The plan is revised annually and reviewed quarterly by the departmental management team and feeds into the five-year strategic plan for HR. The plan links to the Chief Constable's strategic plan and the police authority annual policing plan for 2006/07. Key targets include absence management, reduction in overtime and efficiency savings.
- Key departmental objectives focus on the HR capability, workforce modernisation, diversity, management of establishment figures, delivery of professional HR services, learning and development and HR risk management.
- HR has developed standards with agreed targets for service level indicators covering a range of activities (eg grievances, disciplines, absence management, training).
- HR measures time spans of dealing with correspondence, emails and telephone calls and conducts regular targeted surveys. This analysis has been introduced in the last six months of 05/06 and will be further developed for 2006/07.
- HR are regularly involved in assisting with organisational change programmes in an advisory function, enabling departments to manage their businesses more effectively and also to maintain a true HR business partner ideology.
- The resource link HR/payroll system (core HR/payroll) went operational in April 2005, closely followed by two integrated modules of recruitment and training, allowing a transition from multiple data storage systems to one single staff database system. This has improved data capture and reporting, allowing the force to report more accurately on staffing issues and sickness levels.
- A sickness management group has been established, which monitors long and short term absences, assesses trends in sickness, and identifies alternative medical interventions which may be available.
- A number of systems are in place (eg workforce planning and staff development groups) to ensure that the force is adequately resourced and that organisational needs and staff development support strategic priorities.

### **Work in Progress**

- Since November 2004, the department has been headed by two acting directors of HR (HR employee support and training and development) due to long term sickness of the previous director. The new permanent HR director is taking office in May 2006.

### **Areas for Improvement**

- Sickness levels for both police officers and police staff have increased in 2005/06 and are above the national average. Hours lost per police officer have increased from 75.0 hours in 2004/05 to 77.78 hours in 2005/06 (national average 72.05 hours). In the same

period hours lost for police staff has increased from 79.96 to 89.53 (national average 78.47).

- The introduction of the duty management system is needed to enable the force effectively to measure the European Working Time Directive and accurately reflect shift patterns and hours of work for both police officers and staff, achieving quantifiable efficiency savings.
- An initial PDR review has been completed; online PDRs will be piloted in certain areas from April 2006, with a full review of the use of PDRs scheduled to be completed by April 2007.

## 6B Training, Development and Organisational Learning

Grade	Direction of Travel
Good	Improved

### National Grade Distribution

Poor	Fair	Good	Excellent
3	11	27	2

### National Position

Learning and development (L&D) is a key driver for forces to improve performance. The requirement is for the right staff to have the right skills in the right place and at the right time in order to achieve or support operational performance.

HMIC has awarded a Good grade where key criteria have been met. Notably, where there is a clear distinction between the role of contractor and client, with the full and sustained involvement of a chief officer and the Police Authority. There should be a single post with accountability for all L&D products and services. Another prerequisite is an L&D strategy which is fully compliant with Home Office guidance and supported by a business plan, an improvement plan and a fully costed 'planned' and 'actual' delivery plan. Finally, a Good grade reflects robust quality assurance and evaluation processes, with clear evidence that the force is engaged in collaborative activity.

### Context

This section summarises the results of improvement activities which have been undertaken since the last inspection. It facilitates an understanding of the context within which such activities have taken place together with an understanding of the outcomes:

The force was graded Good during the 2005 Baseline process with a number of recommendations made for improvement.

The development of a mechanism to ensure that accountability for standards, costs and planning for all training rests with a single source, irrespective of where in the Force or by whom it is provided is now in place and rests with the Head of Learning and Development (L&D).

The Force Training Plan now captures all training in the force irrespective of where and by whom it is provided.

A comprehensive quality assurance (QA) process for all training has been developed and a QA manager has recently been appointed.

A European Foundation of Quality Management (EFQM) assessment has shown that there is still an issue around effective communication within the function.

A communication/marketing plan has been devised and will be implemented between August 2006 and March 2007.

The migration of evaluation practice from the central function to other parts of the force remains incomplete. The Initial Police Learning and Development Programme (IPLDP) and QA Strategy implementation will provide the vehicle to promote training branch evaluation practice to areas and specialist departments.

A Chief Officer now monitors completion of improvement plans and provides strategic leadership through PDR and the ACC Tasking and Co-ordination Group.

### **Strengths**

- There is good engagement from the Police Authority and clear strategic management of the function.
- There is a comprehensive training business plan that captures all training and is costed using the National Costing Model, with the prioritisation linked to force and national objectives.
- There is a comprehensive improvement plan for the function, together with a robust evaluation and monitoring process.
- The L&D function promotes the development of its staff and supports qualification attainment, as well as supporting charities and other forms of public activity.
- There is a clear and established commissioning process for training, which incorporates a check for diversity issues and alternative forms of delivery.
- The Force has an established Alternative Learning Policy; all staff have National Centre for Applied Learning Technologies (NCALT) accounts as well as access to other e-learning on the intranet, plus a range of other alternative learning (e.g. workbooks, videos, CD Roms) that can be borrowed. The Force employs a dedicated Alternative Learning Co-ordinator, and is developing its own e-learning products.
- There are strong and well-established collaborative arrangements in place, both in force and regionally for a wide range of training and associated activity (for both specialist departments and centralised training function). These partnerships are recorded in a regional collaboration register.

### **Work in Progress**

- Whilst there is a robust and embedded evaluation function, this could be further improved by focussing more on Level 3 & 4 evaluations. In order to address this a planned schedule of appropriately prioritised levels 3 and 4 evaluations has been drawn up and is in the process of implementation
- The force needed to review Learning & Development operations with a view to developing environmental policies and practices. To address this an Environmental Charter has been established for the Learning and Development function and communicated to all staff. It is displayed in all Learning & Development premises and students are also asked to uphold it whilst they are on the premises. Environmental Champions have also been identified within the function to help to embed the Charter.

### **Areas for improvement**

- A system should be introduced to monitor the effectiveness of Learning & Development policies and strategies and their contribution to organisational goals.
- A system of regular staff surveying should be introduced to gain feedback on a variety of topics. This is linked to a need for better marketing of the function, and further work on the definition of customer categories – reflected in an enhanced service level agreement. This will enhance in-branch communication, feedback and discussion mechanisms
- A rudimentary skills matrix exists but needs further development; this is intrinsically linked to the need to introduce on-line PDR so that information about current and requested skills can be captured and sorted electronically.
- The National Costing Model software is only used in-year on an ad hoc basis. Use of this data for modelling and scenario planning should be introduced when appropriate.
- A review of training provision with partner agencies should be undertaken with the intention of developing a formalised partner management process.
- There is a need to develop impact assessment processes for all courses, not just new ones, and to review the diversity content of all courses on a regular basis. Retrospective mapping of training activity against Integrated Competency Framework (ICF) or National Occupational Standards NOS should also be undertaken.
- A need has been identified for better community engagement mechanisms. There also needs to be a feedback loop from community safety to ensure Learning & Development activities contribute to and support community safety.

## 6C Race and Diversity

Grade	Direction of Travel
Fair	Stable

### National Grade Distribution

Poor	Fair	Good	Excellent
0	14	27	2

### Contextual Factors

All area commanders and departmental heads have produced a diversity plan for 2006/07 which includes specific actions to ensure that the commitments agreed in the third edition of the diversity strategy and RES are implemented. These plans are regularly reviewed through the DSG; departmental heads attend this meeting when required to update on actions and progress against their plan. Updated plans will be required for 2007, which will be incorporated into the area/departmental plans.

To ensure that diversity continues to be embedded into the organisation a review is currently being undertaken to consider the relationship between internal and external facing diversity activity. This review will enable the force to establish how the interdependencies between the two departments can be improved and enable the delivery of a more holistic service.

The HR department has an appropriately-resourced diversity team whose roles and responsibilities are reviewed on a regular basis to ensure that priorities are in line with the objectives to deliver the force's diversity strategy. Continuous personal development is encouraged through PDR and the team liaises with other forces on a regular basis to share good practice and also attend external conferences to gain new ideas and understanding to bring back to the workplace. The head of HR diversity reports directly to the ACC on diversity but works within the HR department to better assist in the mainstreaming of diversity into the day-to-day activities of HR. The force has recently appointed a superintendent to lead on community safety issues, including diversity issues. One of his roles has been to undertake a review of diversity and community safety which will be published in April. The report is currently out for consultation.

In order to more closely focus on recruitment of black and minority ethnic (BME) candidates the HR diversity team has recruited an outreach worker who works closely with the recruitment team to enable them to develop contacts with under-represented groups throughout Norfolk. This has resulted in the recruitment and diversity team developing a number of actions which are progressed and monitored through the positive action working group.

### Strengths

- The Chief Constable chairs the staff support network steering group and has regular monthly meetings with the Norfolk Black Police Association (BPA). This ensures that

diversity issues are dealt with in a timely and constructive way. The DCC was recognised by the International Association of Women in Policing in September 2005 for his support in promoting gender issues.

- The HR diversity team is led by a senior manager who reports directly to the ACC on diversity issues. The team comprises three HR diversity advisers, each having specialist roles covering the six strands of diversity. The diversity adviser in community safety is responsible for managing the RES.
- The third edition of the diversity strategy was launched in July 2005 and is available in six languages; it has also been produced in a format suitable for people with learning needs, and in audio.
- A sexual orientation working group which reports directly to the DSG has been established. Its primary remit is to advise the force on lesbian, gay, bisexual and transgender (LGBT) staffing issues, thus helping to understand and remove barriers that affect LGBT staff.
- The percentage of female officers in the force has increased by 2.3% from 19.8% in 2005 to 21.86% in 2006.
- The proportion of police recruits from minority ethnic groups was above the MSF average for 2005/06.
- A highly energised positive action working group has been formed to focus on recruitment, retention and progression of BME officers and staff. This group reports to the DSG and has produced an action plan which is currently being successfully progressed.
- Retention of staff is promoted through a number of policies that promotes a work-life balance. Records of exit interviews are retained on a database and monitored regularly.

### **Areas for Improvement**

- It is recognised that the split of diversity issues into external and internal themes has not assisted in the progression of embedding the various facets, hence the intention to combine both elements for a more encompassing approach to diversity development. This will need to be reviewed.
- The force encourages flexible working and a review completed in January 2006 recognised considerable improvement in achieving work-life balance through flexible working. A review of the experiences of part-time police officers, however, revealed that more work needs to be done for this group.
- A staff audit, developed in consultation with staff networks and encompassing disability and reasonable adjustments, faith, belief and facilities for religious observance, and sexual orientation, has not yet been conducted, although one is planned for July 2006. The results will inform an action plan.
- Norfolk encourages a wide range of support networks and there is visible chief officer support for them. Despite the allowance of duty time and financial allocations, there is evidence that activists in some of the networks are in danger of becoming overloaded as too much is expected of them with limited tangible resources available.

## 6D Managing Financial and Physical Resources

Grade	Direction of Travel
Good	Stable

### National Grade Distribution

Poor	Fair	Good	Excellent
1	11	24	7

### Contextual Factors

This is an HMIC assessment of domain 6D. It is based on the self-assessment return and our own findings as well as a consideration of the Police Use of Resources Evaluation (PURE) by the Audit Commission's appointed auditor for the force/authority. Set out at the end of this report are the appointed auditor's summarised scores for each theme covered by PURE. Separate, more detailed reports on PURE have also been issued by the appointed auditor for the authority/force.

Norfolk is one of a number of forces facing a very challenging financial future. It benefits from the 'floor' mechanism in the funding formula but changes in the funding arrangements for police pensions were not advantageous. There is also concern at the prospect of Home Office funding for the expansion of PCSOs ending, with consequent pressure on the budget. The budget projection for 2007/8 is pessimistic and may require drawing upon reserves just to stand still. Norfolk will have to continue to make difficult decisions to strike a balanced budget and meet the ongoing requirement for annual efficiency gains. The Police Authority's general reserve is around £3.9 million, which represents approximately 3% of the net revenue budget.

### Strengths

- The force and Police Authority have an excellent record in identifying and delivering annual efficiency gains.
- Good practice has been followed in restructuring finance teams at BCU level and in headquarters' departments to centralise transaction processing; management accountants have been appointed to improve resources management support to commanders and heads of department. The director of finance will participate in the PDRs of these key resource management staff to ensure that skills and competencies remain relevant. The restructuring has also increased the number of professionally qualified staff.
- There is a clear corporate commitment to implement activity-based costing (ABC), and processes for local validation of ABC data have been strengthened.
- The Police Authority is involved in many partnerships to deliver improved performance, including innovative partnerships with rural post offices to provide police contact points in communities without police stations.

- The implementation of the establishment management group has assisted with establishment controls and will provide a sound framework for the financial challenges ahead.
- The first tranche of the long-term strategy for estates is now being implemented, with the acquisition of sites for new operational deployment bases and the pursuit of disposal options for sites which they will replace.
- Norfolk has a demonstrable commitment to collaboration. The Three Counties PFI project is progressing on target – this will provide nine new custody suites across three forces (Norfolk, Suffolk and Cambridgeshire) by 2009. An interim custody solution for Norwich is in hand, with a 30-cell complex due for completion in 2006. The five-force fleet management collaboration project is at an advanced stage and should deliver significant efficiency gains; work with three forces on the uniform collaboration project has identified further procurement efficiencies.
- The force and the Police Authority have responded positively to the challenge to create an environmental and sustainability policy. and propose to support this with a dedicated post.

### **Work in Progress**

- Work is being finalised on redrafting financial regulations to formalise the roles and responsibilities of treasurer, assistant chief officer (resources) and the finance department.

### **Areas for Improvement**

- The force and Police Authority have an integrated approach to financial and operational planning which links resources with objectives and performance. However, these arrangements are not fully transparent and improvements in publicly available information are needed to link resources with objectives and performance.
- The force still has too few appropriately qualified finance staff.
- Norfolk has a comparatively low level of policing per head of population but service costs per 1,000 population are above the MSF average. Service costs per police officer are the highest in the MSF group. Norfolk has the lowest ratio of police officers to police support staff within its MSF group.
- The force appears to have the highest expenditure on supplies and services and premises in its MSF group, and transport costs are above average; this should be investigated further.

**Audit Commission: Police Use of Resources Evaluation**

Force/Authority: Norfolk

**Element Assessment**

Financial Management 3

Financial Standing 3

Internal Control 2

Value for Money 2

**Key to grades**

1. Below minimum requirements – inadequate performance
2. Only a minimum requirement – adequate performance
3. Constantly above minimum requirements – performing well
4. Well above minimum requirements – performing strongly

The judgements are made by auditors under the Code of Audit Practice and in accordance with guidance issued by the Audit Commission.

## 6E Information Management

Grade	Direction of Travel
Fair	Stable

### National Grade Distribution

Poor	Fair	Good	Excellent
1	9	31	2

### National Position

The convergence of information and technology streams, and in particular the developing role of the chief information officer, is focusing attention on how forces corporately govern information. The aim in this assessment is to differentiate between forces that are taking an information-based approach to delivery and those that are technology-driven. A raft of emerging standards – notably Management of Police Information (MoPI) – is defining metrics against which performance can be measured, and these will ease the challenge in future assessments. Equally, the need for forces to develop medium-term planning, to consider national strategy in their local planning, and to reflect the requirements of the information technology infrastructure library (ITIL) have all provided some clear measures of success.

It has been a particularly challenging 12 months for forces' information services, as much development work was postponed because of amalgamation proposals. This backlog will need to be addressed in 2006/07, together with work on shared approaches to bridge the level 2 shortfall. The challenge of providing information for the cross-regional information-sharing project (CRISP) and the emerging IMPACT system is considerable. This may require the development of 'confidential' networks and work to meet the requirements of the Unified Police Security Architecture (UPSA) as well as MoPI. These carry as yet unquantified but very considerable costs, as well as resulting in major business change. With constrained budgets and increasing demands, the future poses real challenges as to how forces will manage their information assets.

### Contextual Factors

The department has been restructured from technical lines (IT services, communications and project/programme management) to a functional model which centres on two heads of function (service delivery and service development) which cross-cuts the technologies. This process is well advanced and the arrival of the heads of function in April 2006 will see the new structure in place.

The service delivery function groups consist of customer services, IT services, communication services and the office management function. Service development groups are information and communications technology (ICT) programme management (ICT project and account managers), software development, infrastructure development and the post of technical architect.

### **Strengths**

- Current examples of harnessing modern technologies include a force network project which is nearing completion. It has been self-funded from the savings made by taking advantage of the de-regulation of the industry and new technologies. The force will have a modern, cost effective telephony system and resulting ongoing revenue saving in excess of £150,000 per annum.
- The director of ICT is professionally qualified and reports directly to the ACC; he is responsible for formulating the bids for technical projects within the corporate programme and advising on the technical viability of proposed new business projects. The director of ICT influences policy and strategy through his role as head of profession, as originator of the information systems (IS) strategy, and through membership of the ACC's organisational TCG meetings and the ACC's information programme board. In addition he is a member of the force management board which meets quarterly to review performance and tri-annually to review mainstream policing matters.
- Over the last eight years the departmental structure has been highly successful in delivering a major ICT investment programme into what was essentially a green field site. ICT is now embedded in virtually all aspects of force business from the operational front line to back office support activities.
- A five-year costed ICT plan has been ratified by chief officers; it is based on plans for infrastructure and applications, and links with national issues such as Information Systems Strategy for the Police Service (ISS4PS) to integrate new technologies.
- There is a modern county-wide infrastructure which allows all staff to log on at any of over 2,000 workstations at 46 locations in the county. Some 35 vehicles are fitted with Airwave-compatible mobile data terminals which allow mapping of incident and vehicle location via geo-coding of control and deployment (CAD) incidents and use of satellite navigation (SATNAV). The key mission-critical systems of command and control, Airwave and telephony are fully integrated within the CDC and there is seamless feed from operational systems such as command and control into information systems such as the crime pattern analysis system (CPAS).
- A successful bid was made in the ICT programme for 2006/07 to implement the IT infrastructure library (ITIL) as defined in the ISS4PS and preliminary work is under way. Customer satisfaction with service delivery is tested at the ICT sessions of the ACC's organisational TCG meetings. A customer portal for the solutions centre (helpline) has been developed and when testing is completed it will be deployed.
- The force provides on a daily basis the full data requirements from the list of IMPACT (a managing and sharing information programme) nominal index (INI) agreed systems. The disclosure unit has full access to these systems and has been able to action referrals that are made by the CRB from supplied data.
- The information security office, working within the corporate support department, is responsible for co-ordinating the implementation of the community security policy and for delivering the Police Information Technology Organisation (PITO)'s unified police security architecture. The security regime and responsibilities are published in the force information security policy. The professional standards department (PSD) proactively monitor internet, email, PNC and removable devices to prevent data loss. IT health

checks were completed for CJX (August 2005) and internal databases (December 2005).

### **Work in Progress**

- With the ordnance survey moving to only digital mapping there is a requirement to replace the mapping and gazetteer systems. This issue needs to be resolved at a regional level, if not by the three East Anglian forces, as it impacts on several systems, amongst which are command and control and crime pattern analysis. This is being looked at regionally.

### **Areas for Improvement**

- There is an Integrated Information Strategy in advanced draft awaiting the outcome of the review of ISS4PS, national clarification of Management of Police Information (MoPI) arrangements and announcements about force amalgamations which may necessitate modifications before release. It integrates the information management, information systems and information technology strategies and shows how they are aligned with the local and national business requirements. It also incorporates both an ICT service management strategy and an ICT governance strategy. It is intended to ratify and release this integrated strategy once the way ahead with amalgamation clarifies. The force strategy covers all aspects of information management including all aspects of the security and release of information such as the community security policy, data protection, information security in general and freedom of information. As a result of the recent announcement by the Home Secretary on police force amalgamations the information strategy has been amended and will be completed in August 2006.
- There is no separate ICT steering committee but the ACC holds a monthly organisational TCG meeting which has a wide business representation at senior level, including the Police Authority, and ICT update reports are fed into this arena. This does not include representation from staff associations and the force should consider their inclusion.
- A single, fully integrated IT, networks radio and telephony help desk with improved support facilities is planned for 2006/07, to improve access to information and customer satisfaction.

## 6F National Intelligence Model (NIM)

Grade	Direction of Travel
Good	Stable

### National Grade Distribution

Poor	Fair	Good	Excellent
0	19	22	2

### Contextual Factors

Norfolk achieved compliance with NIM Standards 2 during 2005. Adherence to NIM procedures remains strong with the TCG meetings at both force and BCU level having due status as key operational meetings.

There is continuing commitment to the constituent elements of the NIM business process at BCU, force and regional level and this is supported through dedicated staff in key roles. Production of the four key intelligence products (strategic and tactical assessments and target and problem profiles) is in accordance with national templates and the documents help to drive operational policing decision-making.

The strategic assessment is produced in line with the force business cycle and considered by the force performance management group (FPMG). A process of organisational risk management is being developed by the corporate support department in order that operational and organisational issues and consequent interdependencies can be considered by the FPMG from the same source document.

It is also recognised that the strategic assessment needs to incorporate the results of predictive demand profiles relating to critical incidents as they are developed by the force.

The director of intelligence has assumed the chair of the regional intelligence group and is seeking to drive up intelligence submissions by member forces to enhance problem and target profile production on cross-border crime.

The director of intelligence has undertaken a review of NIM processes which examines the work of crime and intelligence analysts to ensure they are best placed to provide a product which contributes to operational needs. The review also encompasses intelligence management at both level 1 and level 2. Of particular focus is the submission of community intelligence and developing its use in support of NHP.

### Strengths

- The membership of the FPMG comprises the force executive, operational commanders and heads of department, therefore enabling operational objectives to be considered alongside organisational developments in the strategic decision-making process.

- Environmental scanning to inform the political, economic, social, technological, environmental, legislative and organisational element of the NIM is carried out and includes inputs from the corporate support department.
- 'Red circling' of intelligence staff across the force ensures dedication to their role and gate-keeping of tasks to ensure focus on priorities.
- The ID has invested in centrally-controlled source units and a PIU, both of which are producing effective results.
- Each BCU holds a daily fast-time tasking meeting to focus the attention of all staff on current volume crime and intelligence issues. This process is chaired by a member of the BCU senior management team to reflect the importance attached to it by the BCU. This meeting is also a reference point for critical incidents that may have occurred in the previous 24 hours.
- The forensic investigation function is integrated into levels 1 and 2 TCG meetings through the attendance of the local forensic investigation supervisors and the force scientific support manager respectively. The latter is involved in force business at a strategic level through membership of the FPMG.

### **Work in Progress**

- A review of NIM processes is being undertaken and will report in spring 2006 with actions planned for the 2006/07 financial year. The focus is on analytical product and its contribution to the identification of priorities, and the management of intelligence at level 1 and level 2, particularly in relation to community intelligence and its contribution to the implementation and operation of NHP.
- Future strategic assessments will incorporate the organisational risk management process being developed by the force corporate development department.

### **Areas for Improvement**

- The operational information system is the platform for the intelligence system and allows access to the crime recording system, computer-aided despatch and PNC. This system is due to be replaced by a more modern and efficient programme during the latter half of 2006.
- Work has been commenced to enhance the strategic assessment to reflect the product of predictive demand profiles relating to critical incidents.
- The force-level TCG meeting and the performance update meeting should be separated to ensure there is sufficient time to debate problem profiles brought for consideration and their identified risks and resourcing issues. There is also a risk that decision-making relating to the profiles is not recorded in an auditable way to demonstrate the defensibility of adoption or not of profiles. This separation of meetings will provide clarity in the process and will enable BCUs to engage in a transparent decision-making process which identifies profiles for adoption and prioritises ongoing work.
- Re-introduction of the level 2 daily management meeting will involve all BCUs in tasking and co-ordination of potential critical incidents and emerging; level 2 matters.

- The force needs to progress implementation of the 65 recommendations set out in the NIM Review 2006, in particular those relating to developing intelligence links for the safer neighbourhood teams.

## 7 Leadership and Direction

### 7A Leadership

Grade	Direction of Travel
Good	Not Graded

#### National Grade Distribution

Poor	Fair	Good	Excellent
0	4	35	4

#### Contextual Factors

The relationship between the force and the Police Authority is strong, healthy and constructive with an open relationship in which the Police Authority is seen as a critical friend. Involvement of members is encouraged at all levels, for example sector liaison and lead member involvement.

The force's strap line, 'Keeping Norfolk Safe', is clearly communicated on all police vehicles, stationery, websites, etc and supports the aims, mission and values in building community confidence.

#### Strengths

- There is a good level of permanence and continuity within the top team, with the assistant chief officer having been in post for 13 years and providing critical stability. After a wholesale change during the previous financial year membership of the team has been stable for the 12 months under review. The ACC has spent the whole of his career in Norfolk and the DCC was promoted internally.
- The Chief Constable has made herself accessible to all members of the force and has provided an effective focus for the entire team. Questions can be asked directly of her through the use of an intranet portal. She adopts a transformational leadership style, which is described by many staff as 'a breath of fresh air'.
- The Chief Constable and other chief officers conduct formal and informal visits, including discussion groups and consultation, which are supported by campaigns in the intranet and force newspaper.
- A clear focus on performance and delivery is evident, with successful outcomes – in particular, outstanding performance in crime reduction in priority crime categories over the past few years. For the first time in many years, 2005/06 showed a downturn in violence against the person, although the force fell marginally short of its target.
- The chief officer team clearly enjoy a good working relationship and this is supported by a defined portfolio structure and systems of programme management.

- Senior staff and diversity networks have access to the chief officer team to raise issues in addition to formal meeting structures.
- The relationship between the force and the Police Authority is strong, healthy and constructive with an open relationship in which the Police Authority is seen as a critical friend. Involvement of members is encouraged at all levels, for example sector liaison and lead member involvement.
- The monthly COG meeting is hosted by an area/department and staff members from that area/department, as well as staff associations, are invited to participate in the process. Chief officer development days are held, with the main theme being the performance of the force, ensuring accountability at all levels and strategic direction.
- The force has invested significantly in a 360-degree appraisal process for senior managers. This process, which includes the COG, has allowed individuals and teams to identify development areas and enhance their leadership ability. Away days for blue sky thinking are frequently held within the force. For example, senior manager away days are held by the Chief Constable three times a year, and two of these days include representatives from the police authority. Away days are also encouraged at area and departmental level, with most holding at least two away days per year. In addition, the force has corporate membership of the Work Foundation and the Chartered Institute of Management, allowing managers to use their resources, which they have done on a number of occasions.
- Along with the Police Authority chairman, the Chief Constable has been a highly articulate champion of the benefits for Norfolk of amalgamation, and the support engendered for such a radical change is a testament to her leadership qualities. In relation to the amalgamation proposals, a communications strategy was developed to reassure staff regarding potential uncertainty which involved use of Office Infrastructure (OI) – the internal computer network - and joint briefings by the Chief Constable and the chairman of the police authority at workshops.
- In 2005 the DCC was awarded the International Association of Women Police's Presidential Award for Outstanding Service to Women in Policing.
- The Chief Constable gave up her national responsibilities to focus on Norfolk but other chief officers carry significant regional and national portfolios: DCC Simon Taylor chairs the ACPO firearms and explosives licensing working group, is ACPO lead on the National Driver Improvement Scheme, and is a Chief Police Officers' Staff Association CPOSA Executive member: ACC Kevin Wilkins is regional chair of the equality and diversity group and regional chair of the strategic training managers group: ACO(R) Rupert Birtles sits on the ACPO finance and resources business area and the ACPO Eastern Region finance and administration committee.
- The COG actively encourages managers to promote a culture of empowerment and innovation. In this regard, the force has a successful staff suggestion scheme which was re-launched in April 2005 by the ACC and since then staff have submitted 200 suggestions. The result is a number of problem-solving groups comprising officers and staff from the top to the bottom of the organisation who come together to find solutions to common problems. Examples include a custody initiative – unused tapes were frequently not being returned and being left lying around or thrown away. All unused tapes are now immediately put in the tape recycling bin in the interview room.

- The introduction of the 'Masterclass' series was proposed by the DCC and deals with such diverse issues as RIPA, IPLDP and critical incidents. These 'after hours' events are open to all staff and attract between 40 and 60 participants. Each session is led by a chief officer.
- The Chief Constable regularly reviews the force's reward systems. She personally writes to staff in recognition of good work or meets with teams of staff who have performed well. She also makes personal telephone calls to individual members of staff to thank them for their efforts. At the *Police Review Awards* last year, the force successfully put forward nominations in each of the four categories of Community Officer of the Year, Probationer of the Year, Lifetime Achievement Award and Diversity Team Award.

### **Work in Progress**

- Following a lengthy period of absence the director of corporate communications has left the force and will not be directly replaced. It will be necessary to ensure that corporate communications is refocused under the management of corporate support (which has already occurred) and that the strategic perspective of the former postholder is not lost.

### **Areas for Improvement**

- NHP has not progressed sufficiently quickly and chief/senior officers need to bridge a communications gap. Too few staff yet understand that NHP is a new way of working and not just a re-badging of community policing.
- The force has commissioned a piece of work to examine a key concern about resilience on the front line, looking at both resource allocation and demand management.
- The force did not meet its recruitment targets and has identified that the split of diversity issues into external and internal themes has not assisted in the progression of embedding the various facets of this topic; the intention is to combine both elements for a more encompassing approach to diversity development.
- Norfolk is holding a number of chief superintendents over its establishment figure, both within the organisation and on secondment (some of whom have been temporarily promoted). The force should review its requirement for posts at this level and make strides in regularising the current over-complement position, as it could act as a brake on development at superintendent and chief inspector level.

## 7B Performance Management and Continuous Improvement

Grade	Direction of Travel
Good	Stable

### National Grade Distribution

Poor	Fair	Good	Excellent
0	12	26	5

### Contextual Factors

Norfolk Constabulary has a tried and tested performance framework that is integrated into everyday business. Robust reporting mechanisms and appropriate forums exist to monitor, drive, and scrutinise performance throughout the range of policing activity. A structured internal inspection regime has been developed throughout the last year that encapsulates BCU/departmental inspections as well as a self-inspection programme. This has been further enhanced by the introduction of a prioritisation matrix to assist in the identification of inspection themes and an action plan monitoring system to track progress. Performance review is integrated with strategic planning and the NIM.

### Strengths

- The COG provides demonstrable leadership in all aspects of force performance, through active ownership and participation in a number of reporting mechanisms designed to drive forward performance. The Police Authority participates within the framework to challenge and scrutinise progress against local and national priorities.
- The DCC tasks the inspection and review unit and takes an active role in BCU/departmental inspections by attending interviews, focus groups, delivering the debrief and agreeing action plans.
- Visually impactful performance information is made available to all staff via the force intranet. Data is presented to make comparison with peers through iQuanta, against locally set targets and over time. Area commanders produce additional information and charts to communicate key performance results to their staff.
- A variety of mechanisms are used to review and monitor performance, for example, the force performance management group, operations forum, BCU and force TCGs, COG meetings (which receive performance reports by exception) and daily management meetings. In addition, the Police Authority scrutiny committee holds the force to account in relation to key target performance. All meetings are recorded and actions are followed through and monitored to ensure accountability. Underperformance issues are also discussed at the force TCG, where appropriate support is offered and bids are received for central resources or contingency funds to tackle specific problems.
- The force has taken steps to ensure that the needs and expectations of their customer groups are continually monitored. This is achieved by conducting public satisfaction

surveys and public consultations, attended by the area commanders and police authority members. Satisfaction surveys are conducted by telephone using the services of an external consultancy. The force monitors the responses from surveys, and trends are highlighted to the responsible manager; this ensures that public feedback is used constructively to improve services.

- There is a robust internal inspection regime that encapsulates BCU and departmental inspections as well as a self-assessment programme. Inspection themes are informed due to priority to the particular BCU/department and the process allows for commanders to identify additional areas that they wish to be inspected. A high level of involvement by the COG and in particular the DCC ensures accountability and a process that not only identifies the problem but facilitates change.
- The force has been re-accredited for the Chartermark, Investors in People and the International Standards Organisation for forensic management (ISO 9002).
- Key performance-related objectives are contained within chief officers' and BCU commanders' PDRs, which are promulgated to staff members as appropriate. Reviews of team and individual outputs are undertaken at a local level and during BCU/departmental inspections.
- The force uses a costed planning process which links strategic and financial planning.
- The best value review (BVR) process has been streamlined to provide a shorter, sharper, impactive review, but the integrity of the methodology has been retained.

### **Work in Progress**

- Development work has taken place to modernise the inspection of specialist departments. This area is being expanded to tailor inspections to specific and diverse areas of policing.
- The force recognises the essential part that the quality of data plays in its decision-making process. It has identified the risk that poor quality poses for major projects such as the National Management Information System (NMIS) and IMPACT. A BVR has been commissioned and will provide recommendations surrounding the management processes to ensure data quality.

### **Areas for Improvement**

- The self-inspection programme is being developed further to include support functions such as crime recording and criminal justice.
- The overall performance framework should be reviewed and modified to incorporate NHP.
- The county council and CDRPs express satisfaction at their level of involvement in the corporate planning cycle, but this has yet to extend significantly into wider performance management and review processes at force or BCU level.

## Appendix 1: Glossary of Terms and Abbreviations

### A

ABC	acceptable behaviour contract OR activity-based costing
ACC	assistant chief constable
ACO	assistant chief officer
ACPO	Association of Chief Police Officers
AFO	authorised firearms officer
ANPR	automatic number plate recognition
ARV	armed response vehicle
ASB	anti-social behaviour
ASBI	anti-social behaviour injunction

### B

BCU	basic command unit
BME	black and minority ethnic
BPA	Black Police Association
BVR	best value review

### C

CAD	community action department OR control and deployment
CATCHEM	the use of homicide data to assist in investigations
CBRN	chemical, biological, radiological and nuclear
CDC	contact and despatch centre
CDRP	crime and disorder reduction partnership
CIA	community impact assessment
CJD	criminal justice department
CJU	criminal justice unit
COG	chief officer group
CPAS	crime pattern analysis system

CPOSA	chief police officers' staff association
CPS	Crown Prosecution Service
CPU	child protection unit
CRB	criminal records bureau
CSI	crime scene investigation

**D**

DC	detective constable
DCC	deputy chief constable
DCI	detective chief inspector
DI	detective inspector
DS	detective sergeant
DSG	diversity steering group

**E**

EFQM	European Foundation for Quality Management
EO	enquiry officer
ERO	evidential review officer

**F**

FIB	force intelligence bureau
FIND	facial imaging national database
FLO	family liaison officer
FOI	freedom of information
FPMG	force performance management group
FPU	family protection unit

**I**

IAG	independent advisory group
ICF	integrated competency framework

ICT	information and communications technology
ID	intelligence directorate
ILDP	Initial Learning and Development Programme
IMPACT	a managing and sharing information programme
INI	IMPACT nominal index
IPLDP	Implementation of Police Learning and Development Programme
iQuanta	an analysis tool which demonstrates performance trends
IS	information systems
ISIS	the children's services database
ISS4PS	information systems strategy for the police service
IT	information technology
ITIL	information technology infrastructure library

**L**

L&D	learning and development
LCJB	local criminal justice board
LGBT	lesbian, gay, bisexual and transgender
LPSA	local public service agreement
LSP	local strategic partnership

**M**

MAPPA	multi-agency public protection arrangements
MIT	major investigation team
MoPi	management of police information
MSF	most similar forces
MST	mobile support team

**N**

NAFIS	national automated fingerprint identification system
NCALT	national centre for applied learning technologies

NCIS	National Criminal Intelligence Service
NCM	national costing model
NCRS	National Crime Recording Standard
NFB	national fingerprint board
NHP	neighbourhood policing
NIM	National Intelligence Model
NMIS	National Management Information System
NOS	National Occupational Standards
NSPIS	National Strategy for Police Information Systems

**O**

OCC	Operations and communication centre
OI	Office Infrastructure – the internal computer network
OSC	Office of Surveillance Commissioners

**P**

PCOS	police community support officer
PDR	personal development review
PFI	private finance initiative
PITO	Police Information Technology Organisation
PIU	prison intelligence unit
PNC	Police National Computer
POCA	Proceeds of Crime Act
PPO	persistent prolific offender
PPU	public protection unit
PSD	professional standards department
PSU	police support unity
PTPM	prosecution team performance management
PYO	persistent young offender

**Q**

QA            quality assurance

**R**

RAP            Responsible Authorities Partnership  
RES            race equality scheme  
RIPA            Regulation of Investigatory Powers Act  
RPU            roads policing unit  
RTTCG            regional tactical tasking and coordinating group

**S**

SCAS            serious crime analysis system  
SIO            senior investigating officer  
SMART            specific, measurable, achievable, realistic, timely  
SPECSS            separation, pregnancy/newbirth, escalation, cultural issues, sensitivity  
                  stalking and sexual assault  
SPI            statutory performance indicator  
SWIM            Scientific Work Improvement Model

**T**

TCCP            Three counties collaboration programme  
TCG            tasking and co-ordination group  
TSU            technical support unit

**V**

VCSI            volume crime scene investigators  
VOSA            Vehicle and Operator Services Agency

**W**

WCU            witness care unit  
WMIS            witness management information system

**Y**

YOT            youth offending team