



Baseline Assessment

Sussex Police

October 2006



ISBN-13: 978-1-84726-050-5

ISBN-10: 1-84726-050-0

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FIRST PUBLISHED 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

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;

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- 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 desktop 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.

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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://inspectrates.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.

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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.

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

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

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

Force Overview and Context

Geographical Description of Force Area

Sussex Police is responsible for policing the two counties of East and West Sussex, including Gatwick Airport, and the unitary authority of Brighton & Hove, an area of 4,779 square kilometres. Gatwick Airport Limited pays for the policing operation on its property, one of the UK's busiest international airports. There are seaports at Littlehampton, Newhaven, Shoreham, Eastbourne, Brighton Marina and Rye. The counties are demographically diverse, covering both conurbations and sparsely populated rural communities.

Demographic Description of Force Area

The force area has a resident population (based on the 2001 census) of approximately 1.5 million, which is significantly supplemented by the seasonal influx of visitors to the south coast holiday resorts, particularly Brighton and Eastbourne; and more than 30 million passengers pass through Gatwick Airport each year.

Structural Description of Force including Staff Changes at Chief Officer Level

Sussex Police headquarters is situated in the town of Lewes. The chief officer team is based at HQ and comprises the Chief Constable, deputy chief constable (DCC), assistant chief constable (ACC) (territorial policing East), ACC (territorial policing West) and the director of resources. The team has recently changed with the departure of the previous Chief Constable to take up the post of president of the Association of chief Police Officers (ACPO). The previous DCC has been promoted to Chief Constable and the previous ACC (specialist operations) has been promoted to DCC. The ACC specialist operations portfolio has been divided between the two ACCs (territorial policing), due to restrictions imposed on chief officer recruitment by the Home Office.

There are five basic command units (BCUs): East Sussex, Brighton & Hove, Gatwick, North Downs and West Downs. Each BCU is led by a chief superintendent and the command teams also include a superintendent (crime and operations), a detective chief inspector (crime manager), a business support manager and a human resource manager. Each BCU is comprised of districts – 16 across the force area – that are coterminous with district and borough councils. Each district is led by a chief inspector.

Strategic Priorities

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The strategic priorities for 2005/06 were set out in the three-year strategic plan and the local policing plan. The key priorities were:

- tackling anti-social behaviour; in particular, behaviour that is fuelled by alcohol;
- continued collaboration with partner agencies to tackle those issues most affecting our communities;
- further integration of the extended police family into neighbourhood policing teams (NHPTs);
- improving investigative standards through the development of quality-focused investigation and implementation of the Professionalisation of Investigation Programme;
- completion of the development of the major crime branch;
- continued implementation of actions resulting from the Bichard inquiry;
- completion of the call centre reform programme to provide a better service to members of the public who call for assistance;
- implementation of Airwave;
- reduction of the bureaucratic burden on staff; and
- increased support to marginalised communities, particularly during a time of heightened international tension.

Impact of Workforce Modernisation and Strategic Force Development

Although the Sussex Police Authority and the Sussex Police support the need for change, at the time of this assessment they were seeking resolution of a number of issues concerning proposals for merger with the Surrey Police. Further comment on the future challenges of strategic force development are contained in 'Major Challenges for Future' below.

Workforce modernisation has been driven forward by the police reform programme board. Innovative resourcing initiatives include the use of private finance initiative (PFI) contracts for custody centres and the application of workforce modernisation principles to all key aspects of criminal justice processes. The force also has one of the highest ratios of police community support officers (PCSOs) to police officers in the country, a key element in the development of NHPTs.

Major Achievements

Major achievements during 2005/06 include:

- creation of dedicated and accountable NHPTs with geographic ownership (this includes 49 neighbourhood specialist teams, 40 dedicated sergeants and 119 neighbourhood specialist constables within a structure of 43 NHPTs);
- reductions in recorded crime in most of the main categories, including total recorded crime (down 5%), burglary of people's homes (down 17%), vehicle crime (down 12%), robbery (down 11%) and criminal damage (down 5%);
- a 50% reduction in homicide with all cases being detected;
- a sanction detection rate of 25.6% against a target of 23%;
- a target of 27,795 offences brought to justice achieved;
- improved performance in relation to public contact, answering 94.3% of 999 calls within 10 seconds against a target of 90%.

Awards won by the force include:

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- an Alcohol Misuse Enforcement Campaign (AMEC) award from the Home Office for the Enough campaign which ran from September to December 2005;
- a Home Office award for Operation Maximus, aimed at tackling drugs misuse in East Sussex;
- national and international awards for Operation Dodger, targeted at street drinkers in Brighton & Hove; and
- a national award for the 'Inspire' educational package.

Major Challenges for Future

At the time of this assessment, the greatest short-term challenge was to sustain performance improvement during the period of uncertainty about force mergers. Energy and resources had to be devoted to planning to work with the Surrey Police to strengthen protective services and to bring together policing and support systems.

Following the suspension of the merger plans in the summer of 2006, the focus of change planning has shifted to improving bilateral and regional collaboration while continuing to strengthen the protective services to meet the standards required in a strategic police force.

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

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1 Citizen Focus (Domain A)

1A Fairness and Equality in Service Delivery

Grade	Direction of Travel
Fair	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	15	28	0

Contextual Factors

In February 2006 Sussex was one of six forces that underwent a race equality compliance inspection by HMIC. This assessment draws on the findings of that inspection, and takes account of the force self-assessment response with other evidence obtained during the baseline assessment process. Much of the work covered by this section is linked to issues covered in section 6C Race and Diversity.

The force diversity strategy sets out the commitment to remove discrimination, actual or potential, from the way the organisation functions. The mechanism for delivery is the confidence and equality (C&E) programme through which race and diversity issues are mainstreamed.

The race equality scheme (RES) underpins the Sussex approach to delivering equalities. Its strength is that it captures the work that is required, identifies an owner for that work and monitors progress against agreed dates. The scheme encompasses all areas of race equality activity.

A thorough scrutiny of employment practices and service delivery carried out by Sussex Police Authority in 2005 led to a detailed programme of action. In addition to attending the C&E board to monitor progress, the authority also runs a six-monthly scrutiny review panel.

Strengths

- The Chief Constable personally takes the lead and chairs the C&E board, demonstrating the commitment to fairness and equality.
- Sussex Police draws on its holistic approach to fairness and equality, and race and diversity in service delivery and in the quality of the customer's encounter with the force. A sensitive approach to hate crime is the first key component of efforts to encourage the reporting of crimes motivated by discrimination and prejudice.
- Fairness and equality issues are addressed at the fortnightly force performance meetings during which districts are robustly challenged by chief officers about their understanding of trends and their delivery of strategic and tactical plans (see 7B Performance Management and Continuous Improvement).

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- An intranet-based policy development system leads the policy maker through appropriate consultation and impact assessment processes to ensure new and reviewed policies meet fairness and equality requirements.
- There are strong relationships with partners, both statutory and voluntary. Sussex Police has an active and engaged independent advisory group (IAG) network that directly contributes to the force's awareness of C&E issues through membership of the C&E board chaired by the Chief Constable and the working group. They all actively contribute to policy development and performance monitoring.
- It is worthy of note that during the challenging period following 7 July 2005, the force, together with the IAGs, was highly successful in managing complex community networks that allowed the free flow and exchange of information, community concerns and reassurance messages.
- There has been strong investment in IAGs at both strategic and BCU levels to act as a critical friend. The force and the authority have played leading roles in developing the Sussex racial incident forum, a pan-Sussex multi-agency group with a programme of action to increase reporting, secure an effective response to victims and their families, and to reduce racial incidents. The external audit of crime recording earlier this year highlighted significant progress in the recording of racist incidents.
- The quality focused investigation (QFI) framework (see 3C Volume Crime Investigation) has led to generally effective investigation of hate crime incidents, which is reflected in a sanction detection rate that remains just above the most similar force (MSF) average in spite of a slight reduction in 2005/06.
- The street intervention policy, a comprehensive operational guide, sets out the actions and behaviour needed to avoid discrimination and win public trust and confidence. Detailed information is produced routinely to monitor the use of powers and their proportionality. In 2005/06, disproportionality was comparatively low in Sussex with regard to the use of stop and search powers and customer satisfaction rates.
- Two members of staff won *Police Review* diversity awards for their innovative work with lesbian, gay, bisexual and transgender (LGBT) communities in Brighton.

Work in Progress

- Building upon the current arrangements for ensuring accountability, development of an up-to-date hate crime policy is on the agenda of the force policy board.
- There is a need to ensure that racist incidents and racist crimes are appropriately tagged on IT systems. This is work in progress by the specialist investigations branch (SIB). Led by the West Sussex racist incident team, a system is now in place and a multi-agency training cycle has begun.
- Although third party and anonymous recording mechanisms are in place throughout the force, 'True Vision' reporting packs are an additional way of assisting victims and witnesses. In recognition of the need for more consistency, work is under way to achieve full rollout of their use during 2006/07.

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- The SIB is in the process of developing, with the strategic IAG, a hate crime risk assessment tool for use by NHPT officers.
- West Downs BCU is leading on the development of partnership intelligence mechanisms which, when complete, will aid better intelligence sharing.

Areas for Improvement

- There is a need for the force to develop joint strategic hate crime reduction policies with its local authority partners so that there is an integrated approach to tackling hate crime. Efforts to develop tailored policies with each authority should be sustained.

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1B Neighbourhood Policing and Problem Solving

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
4	18	20	1

National Context

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

NHPTs, which are coterminous with crime and disorder reduction partnerships (CDRPs), were introduced in Sussex in 2003. At that time, however, the NHPTs covered both response and community policing. In recognition of developments in neighbourhood policing both from the pathfinder BCU in Sussex (East Downs) and nationally, the force implemented its own neighbourhood policing project in 2005. Supported by effective governance arrangements, significant progress has been made in the introduction of a new specialist neighbourhood policing structure, including dedicated neighbourhood specialist constables and sergeants supported by high numbers of PCSOs working with the wider NHPT. Sussex Police is on track to deliver the ten neighbourhood policing principles.

With the key structures, policies and guidance well established by the time of this assessment, the identified areas for improvement set out below are being addressed as part of a well-managed programme to implement the full model across the force by April 2008.

British Crime Survey data suggests that in 2005/06 fear of crime was just below the MSF average, although perceptions of anti-social behaviour (ASB) were slightly higher (not statistically significant). In all cases there was an improving trend. Confidence in Sussex Police was slightly below the MSF average but steadily improving.

Strengths

- Chief officer and police authority commitment, together with effective corporate governance, is ensuring that good progress is being made in the development and

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delivery of neighbourhood policing. ACC (territorial policing East) (TPE) has the lead, chairs the monthly citizen focus board and reports to the police reform programme board. These boards have representation from all key stakeholders, including the police authority and local councillors. Effective programme management ensures integration of related projects at force level, and on BCUs, where local project managers have been appointed.

- The force has benefited from having an officer on the national team that drew up national team and BCU guidance, and has ensured that the Sussex model mirrors the National Centre for Policing Excellence (NCPE) practice advice principles.
- Building on the previous NHPT structure (5 BCUs, 16 districts and 43 NHPTs, each district being coterminous with a CDRP), by April 2006 a force-wide structure of neighbourhood specialist teams (NSTs) had been designed. Not all personnel were in post, but the whole of the pathfinder BCU was covered by NSTs and every NHPT had at least one specialist team with a dedicated sergeant.
- Sussex is well placed to build NSTs, having over 250 PCSOs (one of the highest figures per head of population in the country), most of whom work alongside the 119 neighbourhood specialist constables in NSTs. The target for March 2008 is to have 525 PCSOs in post.
- Local action teams (LATs) are well established. They are set up to deal with crime, disorder and anti-social problems in conjunction with local partners, helped by start-up funding for each team of £500 from Sussex Police. A database with 89 LATs enables action to be tracked and good practice to be shared.
- Joint action groups (JAGs) operate on all BCUs as partnership tasking and co-ordinating processes. With links to both police tasking and co-ordinating group meetings (T&CGs) and LATs, there are already many examples of how they bring together joint partner assets to tackle neighbourhood priority problems.
- A performance measurement framework for NHPTs has been completed which includes: community impact assessment; evaluation of interventions to tackle local problems; post-intervention satisfaction of local people; and signal insecurity data drawn from the operational information system and other sources.
- The performance measurement framework is increasingly being used at the fortnightly force performance meetings (FPMs) during which chief officers require two district commanders to explain their progress on neighbourhood policing. Neighbourhood reassurance surveys are a key ingredient in the first part of the framework – they are now used regularly throughout the force to measure the impact of NHPTs in solving local problems.
- Sussex Police has been a leader in local branding: NHPTs have identification on uniforms and vehicles, to make it easier for local people to know their local policing team.
- Community intelligence has been defined and is increasingly being integrated into National Intelligence Model (NIM) processes. For example, the force strategic assessment includes community identified problems (see 6F National Intelligence Model).

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- Good progress has been made by the project team in developing key supporting policies and products covering people management issues such as role profiles, abstraction and workload management. The project board is addressing the need for a wider human resource (HR) strategy for neighbourhood policing to ensure that all key issues are addressed.

Work in Progress

- Notwithstanding the many good examples of local partnership problem solving, the force has recognised the need for implementing an IT system and training to support a more corporate approach. Such a system, drawing on national best practice, is due to be launched during 2006/07. It is intended that this system will facilitate a consistent approach to community problem identification and solving.
- Good progress has been made in defining neighbourhoods. The first stage has been completed centrally, using a wide range of data sources. The second stage is under way, and involves enriching the statistical model with local knowledge and consulting partners and communities to identify where 'natural' neighbourhoods might not align with political boundaries.

Areas for Improvement

- A strategic neighbourhood policing communications strategy has been drawn up covering internal and external issues and includes tactical options for district commanders and BCU media officers. While some good examples of marketing initiatives exist, the strategy now needs to be implemented consistently to increase public confidence in local policing and to promote greater community involvement.
- A comprehensive community engagement strategy is being developed with the involvement of key stakeholders, complemented by a best value review. Together, these strands of work provide an opportunity for new types of engagement that are being introduced to integrate effectively with the other levels managed by the force and the authority.
- Work has begun to adapt the estates strategy to the needs of NHPTs. The proposed development of community-based outlets on the pathfinder BCU should be a model for ensuring that NHPTs are embedded in local communities.
- The development of community intelligence has raised the issue of analytical capacity to support the needs of NHPTs. In the short term, CDRP-funded Crime and Disorder Data Information Exchange (CADDIE) analysts are providing some support, but greater capacity may be needed.

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GOOD PRACTICE

TITLE: Operation Dodger: the public keeping 'street diaries' to monitor anti-social behaviour; innovative partnership working.

PROBLEM:

This project began as a result of the police and the Community Safety Team of the Brighton and Hove City Council (BHCC) receiving a large number of complaints regarding street drinking and begging. Residents, traders and tourists had also reported an increase in their fear of crime. The National Intelligence Model (NIM) process identified significant crime trends within these same hotspots.

As an initial response, Operation Dodger was created in June 2003 to identify the causes of the problems. The BHCC and Crime Reduction Initiatives (who provide social care support to individuals), formed a partnership with the Police to tackle and address prolific offenders' behaviour. Many of the offenders had drug or alcohol addictions or had suffered mental health issues.

SOLUTION:

Members of the public kept street diaries to evidence the anti-social behaviour (ASB) that street drinkers engaged in. Police provided reports on the number of street crimes that had been committed where alcohol was considered to be a contributory factor. The CDRP used measures in the Criminal Justice and Police Act to bring in a city-wide sanction on street drinking - the first in England or Wales to be granted.

Steps were also taken to treat the addiction of the individual concerned. This required the agencies to adopt a problem solving approach. A regular multi-agency Street Community Anti-Social Behaviour Case Conference was convened to decide upon action plans for each individual to address their behaviour. This conference brought together statutory, private, charitable and voluntary organisations.

OUTCOME(S):

Over the next 15 months this work reduced beggars from 33 to just 3 - a 90 per cent reduction. Street drinking hotspots decreased from 18 to 5 and the numbers of people engaged in street drinking reduced from 158 to 70. Communities that had experienced criminal acts and ASB are now free to enjoy their public spaces.

Sussex received national recognition for this operation by winning the Tilley award. The Home Secretary, Charles Clarke, said 'I would like to particularly congratulate Sussex Police for their success in tackling the street drinking and begging which were contributing to the increase in crime and the fear of crime, and fuelling anti-social behaviour. By using a problem-solving approach they have achieved excellent results - a 90 per cent reduction in beggars and a significant reduction in street drinking hotspots, making their community a safer place in which to live.'

FORCE CONTACT: Sgt. Richard Siggs, Brighton & Hove division

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1C Customer Service and Accessibility

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	19	22	2

Contextual Factors

A citizen-focused policing culture and structure has been developing over a number of years. Chief officers provide strong leadership and programme management rigour is evident in the work of the citizen focus programme board which feeds into the DCC's police reform programme board. All major developments in this area involve key external stakeholders. A good balance is being struck between a clear focus on achieving hard statistical performance targets and the need to meet customers' other requirements and expectations. During 2005/06, progress was accelerated by the adoption of national guidance and best practice in neighbourhood policing and the implementation of service quality standards such as the national call-handling requirements and the quality of service commitment.

The brigading and branding of neighbourhood police teams within coterminous district structures provides a robust customer-facing model which enables service delivery to be tailored more efficiently to local needs and expectations. In particular, district commanders in the role of local 'police chiefs' have clear responsibility and public accountability for responsiveness and service standards.

In the context of service provision to diverse communities, the force has worked hard to develop strong relationships with partners, both statutory and voluntary. Sussex Police has an active and engaged IAG network which contributes to the force's awareness of confidence and equality issues through membership of the C&E board, chaired by the DCC, and its working group.

Strengths

- The force has a wide range of information-gathering and consultation processes that are constantly developing. There is a clear link between the fruits of local consultation, service delivery and performance review. The force consultation manager has considerable expertise and experience in this area and is involved in developments nationally.
- Strong leadership and effective programme management are apparent in the work of the citizen focus programme board, which feeds into the police reform programme board. At the time of this assessment the force was advanced in the implementation of detailed plans to apply the national quality of service commitment (QoSC) and the victim's code.

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- The detailed QoSC implementation plan includes major investment in customer service training that has been trialled on one BCU, and a wide-ranging internal and external communications strategy.
- The main elements of the victims' code have been implemented, a key role being played by the joint agency witness care units introduced as part of the 'no witness – no justice' initiative. It includes a named person acting as a single point of contact, time limits for updating vulnerable and non-vulnerable victims/witnesses, a thorough training programme and a regime to measure compliance (see 3E Criminal Justice Processes).
- The communications department implemented the national call-handling standards in December 2005, well ahead of the required date (April 2006). It has been closely involved in service quality assurance with its use of random customer sampling and the development of customer care training for staff and 'mystery shopper' tactics (see 5A Contact Management).
- There is a well-established performance culture promoted by chief officers in the 'comp stat'-style fortnightly FPM. In the past year these meetings have been enhanced by a wide-ranging citizen focus element as part of the performance 'edge'. Examples include results from the local reassurance surveys and the mapping of signal insecurity data down to district level – used to challenge district commanders on their understanding of public priorities and their strategic and tactical responses.
- There are effective systems for learning lessons from incidents, complaints and customer research. The 'learning the lessons' forum chaired by the DCC and the strategic IAG play key roles in this activity.
- The Sussex NHPT ethos and structure are firmly established and understood by both staff and the public. Clear branding down to NHPT level (sub-district) has created strong local identity and ownership, with district commanders having accountability for the quality of service provision by their district teams. This has provided the best possible foundation for the enhancements being made arising from national developments in neighbourhood policing and citizen focus service delivery.
- The force has shown that it has the capability and capacity to react corporately to concerns that are commonly expressed by all neighbourhoods. Powerful evidence of this can be found in the 'Enough' campaign (late 2005) aimed at addressing violent crime and anti-social behaviour. In addition to the statistical results based on inputs and outputs, positive results in the form of public reassurance were tracked through the use of the force's neighbourhood reassurance surveys (see 4A Reducing Anti-Social Behaviour).

Work in Progress

- Although the force has well-developed systems for information gathering and consultation, further developments in engagement are needed in order to make the successful transition to community participation at a neighbourhood level. A range of engagement techniques, most of which have already been trialled, will be introduced by the force neighbourhood policing project during 2006/07, including supervisor call-backs, street meetings and the use of key individual networks.

Areas for Improvement

- Results from the policing performance assessment framework (PPAF) user-satisfaction surveys in 2005/06 present a mixed picture, with most satisfaction rates being in line with MSF averages. An exception was satisfaction with 'actions taken', where the satisfaction has declined and was well below the MSF average. These results make it all the more important that the programme of work now under way should be sustained and marketed effectively.
- Increased focus is needed on analysis to identify any disproportionality in service delivery to diverse groups within communities (see the final point 1A Fairness and Equality in Service Delivery).

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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://inspectors.homeoffice.gov.uk/hmic/inspect_reports1/baseline-assessments.html

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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

Sussex Police continues to exceed its reduction targets for burglary dwelling, vehicle crime and criminal damage. In 2005/06, burglary dwelling fell by 17% against a target of 7%, vehicle crime fell by 12% and criminal damage fell by 5%, just meeting the target set. The risk of being burgled in Sussex is now half what it was a decade ago. Crime levels in the main categories were close to or just below MSF averages. British Crime Survey (BCS) results suggested that the risks of becoming a victim of personal or household crime were above MSF averages, but these results were not statistically significant.

In relation to violent crime, the force is currently in line with its MSF average and has seen a 2% increase year on year while life-threatening crime and gun crime were reduced by 7%. A small increase in non-injury violent crime is probably due in part to a more proactive policing style and the use of penalty notices for disorder (PNDs).

The Sussex Police performance regime ensures that there is a rigorous and sustained focus on volume crime performance. The ACCs (TP East and West) have joint chief officer geographical responsibility for volume crime reduction, and noticeable improvements have been made in the effectiveness of partnership working to reduce and prevent volume crime.

Strengths

- Each policing district is led by a chief inspector and is geographically coterminous with its local authority and CDRP. The local district commanders have clear partnership responsibilities which are tested at the FPM to ensure police commitment to multi-agency problem-solving activities.
- There are clear lines of accountability for volume crime reduction. Volume crime performance is regularly and robustly examined in detail at the fortnightly FPM, chaired by the Chief Constable and with BCU commanders and heads of department, on a monthly basis (see 7B Performance Management and Continuous Improvement).
- There is strong evidence of chief officer commitment to volume crime reduction, including leading on campaigns and initiatives such as the recent multi-agency Enough campaign aimed at the reduction of alcohol-fuelled violent crime which has been recognised as good practice by the Home Office.

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- There has been a substantial development in multi-agency commitment to policing the nighttime economy using NIM processes and a focus on preventing and investigating violent crime in partnership.
- The NIM is embedded into systems and processes (see 6F National Intelligence Model) and volume crime reduction is clearly linked to strategic and operational priorities. Volume crime reduction is appropriately considered within the force's strategic assessments and force/BCU control strategies.
- There is evidence of flexibility in the response to volume crime, and evidence of the prioritisation of resources in the setting of differential crime targets for BCUs.
- Multi-agency problem-solving approaches are well developed and are delivered through the neighbourhood policing training programme, CDRPs, JAGs and LATs. Many groups are effectively using the SARA (scanning, analysis, response, assessment) model of problem solving, and make good use of CADDIE analysts to produce NIM problem profiles and reports. At the time of this assessment, a new database was being developed to record problem-solving initiatives and make information more easily accessible throughout the force (see 1B Neighbourhood Policing and Problem Solving).
- Systems and processes ensure that volume crime receives sustained attention. The force has provided a number of examples of best practice adopted from elsewhere and ensures that officers adhere to the QFI process.
- The 2006 audit of National Crime Recording Standard (NCRS) compliance, carried out by the Audit Commission, grades the force as Excellent for data quality and Good for management arrangements. These grades reflect rigorous internal systems for ensuring high standards in crime recording, including central checking of all 'no crimes' and re-classifications.

Work in Progress

- At the time of this assessment, a Police Authority-led review of neighbourhood watch was under way with a view to identifying good practice and re-energising such schemes throughout Sussex.

Areas for Improvement

- Although the force has provided evidence of many successful volume crime reduction initiatives, it recognises that further development of evaluation and monitoring is required to ensure that good practice in initiatives and interventions can be identified and replicated.

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GOOD PRACTICE

TITLE: 'The Enough campaign': Volume Crime Reduction

PROBLEM:

The 'Enough' Campaign was a forcewide operation which aimed to provide a response with partners to: 'public concerns regarding violence and disorder with an emphasis on drink related causes'. The campaign acted as an agent to drive tactical operations aimed at policing the night time economy and the crime and disorder generated by the consumption of alcohol. It ran from 16 September to 31 December 2005.

The campaign concentrated efforts in the area of alcohol and its relationship to anti-social behaviour and public place violent crime. The force was tasked to generate intelligence-based problem profiles for each district and activity was centred on identified hotspots.

SOLUTION:

The intention of the campaign was to:

- identify criminal offences and deal with them in a proportionate way
- provide reassurance to the public, and
- remind licensees and their staff of their obligations under the Licensing Act 2003.

Activities included:

- Joint licensed premises visits with partner agencies including Fire & Rescue, Environmental Health, Trading Standards and Local Authority.
- 'Take Home Your Take Home', a Brighton initiative which was put in place forcewide.
- Police community support officers (PCSOs) trained in cameras and recording equipment, deployed in divisional support vehicles.
- Training for all police officers in the Licensing Act 2003.
- Training for licensing officers in the National Inn Keepers' Practitioners Qualification.
- Test purchase operations in both on and off licensed premises.
- A review of intelligence systems and activities relating to public place violent crime (PPVC).
- Greater emphasis upon early intervention and the use of penalty notices for disorder.

OUTCOME(S):

- PPVC, where the victim was injured, fell by 10.6% (333 fewer victims) during the 'Enough' campaign, compared to the same period in 2004.
- Police conducted licensed premises visits at more than 4,000 pubs and clubs and 1,300 off-licences.
- Alcohol was seized from 2,700 people.
- More than 20,000 hours of high visibility patrol were deployed to hotspot areas.
- Almost 1,100 neighbourhood reassurance surveys were conducted in October and November 2005. Some 65% of respondents said their local police were doing a good job, an increase on the figure found in pre-Enough surveys. There

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was also an increase in the reported effectiveness of local police at tackling anti-social behaviour.

Sussex Police received a Home Office and ACPO award for partnership work at the national AMEC Conference. In addition best practice was identified by the Home Office in relation to a two-page licensed premises visit pro-forma, an operation order for test purchase operations in licensed premises and work with a particular nightclub in East Sussex.

FORCE CONTACT: Supt. Steve Voice, Operations department

October 2006

3 Investigating Crime (Domain 2)

3A Managing Critical Incidents and Major Crime

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
5	17	17	4

Contextual Factors

Informed by the Sussex homicide strategic assessment, the major crime investigation model relies upon a nucleus of centralised skilled and experienced detectives, who can if necessary be supplemented by other skilled staff drawn from the BCUs where category A and B homicides have taken place. In exceptional circumstances the major crime branch has the flexibility to draw detectives from elsewhere in the force. Due to the relatively low number of homicides and incidents of major crime, there were no abstractions from BCUs in 2005/06. Arrangements are in place for the call-out of appropriately trained and accredited senior investigating officers (SIOs), who are all trained to major incident room standardised administrative procedures (MIRSAP) standards. There are five full-time PIP (professionalising the investigative process) level 3 accredited SIOs. Together with embedded review processes, this flexible approach to the investigation of major crime is proving to be effective, efficient and cost-effective.

A robust approach to managing critical incidents has been developed with a gold cadre operating from 8am to 2am, supported by daily tasking meetings to review incidents seven days a week. Gold responsibilities are shared between chief officers and superintending ranks who all have to hold recognised accreditation for the role and are available to give tactical advice 24/7. Effective multi-agency partnerships and cross-border arrangements have been developed and sound contingency planning with partners ensures there will be an appropriate response to exceptional demands.

There is a well-established network of IAGs supported by a key opinion-former database, which provides further resilience in local community contacts, although at this stage the collection plan for populating the database is ad hoc. At neighbourhood level the force is now using the MOSAIC database to undertake demographic modelling in order to better understand the composition of communities and be more proactive in crime prevention.

The force demonstrates a commitment to ensuring effective control of the streets while policing the nighttime economy. A key part of this strategy is the aim of identifying offenders and dealing with them quickly, eg by the use of PNDs for public order offences. In this way it is anticipated that the potential for major violent crime will reduce.

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Strengths

- The force has a well-established and well-resourced major crime branch (MCB) that handles all major investigations.
- A system for effective critical incident response includes clearly defined roles and responsibilities and command accountability.
- The potential for critical incidents and major crime is properly considered within force and BCU strategic assessments and is included within strategic intelligence requirements.
- At a more practical level, effective systems are in place to recognise potential critical incidents and a call-out facility has been introduced for experienced detective inspectors to assist in the response to serious threat-to-life scenarios.
- A well-tested command structure is in place, beginning with a good understanding by call takers and controllers within the resourcing centres as to their roles, followed by established procedures for handling such incidents.
- There is 24-hour availability of accredited gold and firearms commanders who take operational charge of all critical incidents and firearms operations.
- There are clear procedures (including critical incident tagging) to follow for critical incident management. The force communications centre (FCC) Ops-1 commander provides the link between the scene, the resourcing centre and gold.
- Processes for compiling and using community impact assessments were being reviewed at the time of this assessment. Their use during major crime investigations, however, is well established and good use is made of the strategic and local IAGs to assist investigations and minimise the impact of major and serious crime on communities
- The ACPO murder and MIRSAP manuals provide the basis on which all major crimes are investigated. SIO appointments are considered against MIRSAP grades.
- All major investigations are subject to appropriate chief officer and peer review at the prescribed stages.
- The review commission, chaired by ACC (TPE), reviews all appropriate unresolved homicides and certain other major crimes every two years and directs further investigation if possible lines of enquiry are identified.
- The SIB conducts regular thematic reviews into the force's response to domestic violence, child and adult abuse, sexual offences and public protection cases (see 4B Protecting Vulnerable People).

Work in Progress

- A project is currently being undertaken to identify high-risk vulnerable groups and individuals, particularly repeat vulnerable missing persons, with a view to risk assessment and the implementation of preventative strategies.

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Areas for Improvement

- Although efficient processes exist for the response to unexplained deaths, the force needs to develop sustained co-ordinated analysis and to work with the relevant professional bodies to ensure that suspicious deaths occurring in institutions are notified and the circumstances reviewed and understood.
- Although Sussex Police has developed a serious sexual assault policy, the force should review its response to rape and other serious sexual offences as the current approach is not consistent.
- While there are relatively few homicides and other serious crimes, a deeper understanding of the causes and precursors of these crimes at local, regional and national levels should be developed as a basis for developing preventative strategies.
- Although IAGs are well established within Sussex, there is scope for increasing members' involvement in the formulation of community assessments, risk matrixes, challenge panels and policy development.
- Opportunities should be identified to further exploit both open and closed source information and to develop the use of intelligence held by partner agencies in support of critical incident management.

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3B Tackling Serious and Organised Criminality

Grade	Direction of Travel
Fair	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
7	21	13	2

Contextual Factors

Chief officers and the police authority recognise that they have capacity and capability gaps in terms of tackling serious and organised crime. At the time of this assessment, plans to rectify this problem were on hold pending clarity about the proposed merger with Surrey Police. Following deferral of the merger proposal, further consideration is being given to this issue.

To enhance sustained centralised focus on level 2 criminality, a divisional 'linked series protocol' has been developed for mutual assistance overseen by the headquarters criminal investigation department (HQ CID). The various BCUs within Sussex do not have dedicated proactive capability and rely on centrally owned resources to provide a proactive response to serious and organised crime.

The ACC (TPE) is the chief officer lead for NIM, chairing the NIM steering group and the force tactical tasking and co-ordination group (TTCG) as well as attending the regional TTCG. Operational responsibility for serious and organised crime is the remit of the operations and intelligence branch (OIB), which comprises 120 police officers and police staff. The OIB itself includes the serious and organised crime unit, the force intelligence bureau (FIB), the technical support unit (TSU), the covert policing unit, the force source unit, and the central financial investigation unit (FIU), which supports and co-ordinates BCU financial investigators. There are also cheque and credit card, hi-tech and dedicated witness support units.

Over the last year a number of operations have been conducted with the Metropolitan Police Service (MPS), resulting in significant successes in terms of arrests, charges, drug seizures and asset confiscation. They have revealed that there are criminal networks involved in serious and organised crime in Sussex about which there is insufficient knowledge. The force recognises that it needs to engage in wider collaboration and develop intelligence flows to address the problem.

Strengths

- A comprehensive specific serious and organised crime strategic assessment has recently been compiled which informs both force and wider regional strategic assessments.
- The force TTCG is developing and, within available resources, is effective at tasking centralised units to assist BCU level 2 initiatives.

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- Financial investigator posts have been specifically created on BCUs in order to improve awareness of opportunities to target the assets of serious and organised criminals. This investment is already resulting in effective use of the Proceeds of Crime Act 2004 (POCA) seizure powers and benefits from the POCA incentivisation fund.
- The arrangements for specialist witness protection are well developed and comply with current ACPO guidance.
- Arrangements to react to potential life-threatening crime are established and auditable. They include appropriate risk assessment of intelligence to identify cases that require police notification to potential victims of serious crime.
- Investment in technical support has provided strong capacity and capability for covert deployments.
- The OIB has improved communication with the rest of the organisation, e.g. with regard to briefing BCU commanders about level 2 operations conducted within their areas.

Work in Progress

- Having completed the serious and organised crime strategic assessment, the force recognises that it needs to make greater use of it and improve its understanding of the organised criminal networks that impact on the force, developing a deeper understanding of the incremental progression of low-level offenders towards involvement in serious and organised crime.

Areas for Improvement

- Sussex Police needs to consider the main elements that constitute level 2 criminality and ensure that a co-ordinated approach to tackling them is adopted. This should include the publication of clear terms of reference for centralised and area units (including intelligence-sharing functions) which are supported by operational policy and service-level agreements in relation to individual roles and responsibilities.
- There are some good examples of work in partnership with neighbouring police forces (e.g., the linked series protocol and support to the Kent Police for a major robbery investigation). There could, however, be greater involvement within the regional intelligence family, including the development of formal level 2 intelligence and resource sharing protocols with neighbouring forces (including the MPS), partner agencies and the Serious Organised Crime Agency (SOCA) in order to both develop and improve joint intelligence and operational activity.
- A capability/capacity review should be undertaken of the resources dedicated to level 2 activity and consideration given to realignment to improve the force's ability to respond effectively to level 2 crime.
- Strategic assessments should include assessment of the links between level 2 and level 1 criminality.

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- As part of a national requirement, further work is needed to develop a comprehensive range of harm indicators and impact assessments within the force that will inform strategic assessments and improve intelligence support for the force TTCG.
- Although there is a process to review operations that target serious and organised criminality, a performance framework should be developed which includes 'final evaluation' and assesses the economic benefit of operations as well as considerations of efficiency and effectiveness.
- A more systematic approach is needed to workforce planning – e.g. how to develop and retain the highly specialist skills needed to tackle serious and organised crime as there is little opportunity to gain active experience other than in the OIB.
- There is considerable potential to build on the force's impressive recent development of criminal asset recovery by improving its capacity and capability to tackle money laundering, and increasing its focus on the types of businesses that are traditionally used in money-laundering operations.
- A greater understanding of the dynamics of new and emerging communities is needed to help assess the risk of new or potential major/organised crime trends.

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3C Volume Crime Investigation

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
3	20	16	4

Contextual Factors

Performance in relation to volume crime investigation continued to improve in 2005/06. Many key targets were met and comparative performance improved. The overall sanction detection rate for 2005/06 was 25.6%, exceeding the 23% target. The number of sanction detections rose by 16%, an increase of 4,883. It is recognised by the force, however, that priority areas for improvement are sanction detection rates for domestic burglary and vehicle crime, both of which were below MSF averages.

The force is moving from a mandated approach to volume crime investigation to a more flexible model. The current control strategy gives clear guidance as to which volume crime areas should be considered a priority at BCU level while allowing BCUs to tackle issues of local concern.

In recognition of capacity gaps in relation to its response to level 2 crime (see 3B Tackling Serious and Organised Criminality), BCUs are working together to bridge the level 2 gap; specialist support units are being tasked to deal with higher levels of criminal activity. Recent improvements to force tasking and co-ordinating processes ensure that BCU requests for resources to tackle volume crime are properly considered in accordance with NIM principles.

QFI standards, created by the force after wide consultation, incorporate national best practice and have been a key factor in better operational performance. The standards are intended to instil a professional, consistent approach to: crime investigation; file preparation, retention and disposal; prosecution and case finalisation standards; the targeting of individuals; and problem-solving standards.

Strengths

- There is strong, sustained and linked chief officer leadership directed towards volume crime investigation. ACC (TPE) chairs the forensic steering group; ACC (TPW) is the deputy chair of the Sussex criminal justice board; the head of the crime policy review branch ensures that key internal stakeholders meet regularly to share best practice; the DCC chairs the crime recording steering group; the development of the QFI programme is effectively monitored; and the Chief Constable and the DCC jointly chair the FPM where volume crime investigation is subjected to close chief officer scrutiny once a fortnight (see 7B Performance Management and Continuous Improvement).

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- Comment has already been made about the NCRS compliance audit and the force has been graded Excellent for data quality and Good for management arrangements. These grades reflect rigorous internal systems for ensuring high standards in crime recording, including central checking of all 'no crimes' and re-classifications.
- The force has an established crime strategy which is regularly reviewed and updated, allowing BCU activity to address volume crime issues of local concern in addition to force-wide priorities.
- The FPM is preceded by formal inspection visits where both district and departmental performance is examined – the scope including QFI standards, progress of reactive investigations, file quality and Home Office Counting Rules (HOCR)/NCRS compliance.
- Forensic support for volume crime investigation is very strong (see 3D Improving Forensic Performance). Centrally owned and co-ordinated senior scene of crime officers (SOCOs) work closely with BCU management teams on each BCU taking an active part in NIM processes.
- Volume crime reduction and detection priorities are appropriately considered at both force and BCU level within the force planning cycle. There are processes in place to ensure that actions are 'SMART' (Specific, Measurable, Achievable, Realistic, Timely) and that BCU and departmental plans are regularly monitored and formally reviewed.
- Volume crime is tackled through the efficient use of established NIM processes, including well-produced strategic and tactical assessments at force and BCU levels and effective tasking and co-ordinating processes (see 6F National Intelligence Model).
- Training in relation to investigative interviewing is of a high standard, and the force is contributing to the national development of witness interviews.
- Effective systems are in place to ensure that investigative processes are effectively monitored and reviewed. The crime recording and investigation bureau (CRIB) ensures that crime is properly recorded, and crime report investigative assistants (CRIAs) have been appointed on each BCU to ensure compliance with standards. There is evidence of regular intrusive management to scrutinise the quality of investigations.

Work in Progress

- A full-time project team is dedicated to rolling-out the ACPO PIP in order to ensure that identified personnel possess the appropriate 'accredited' investigative skills needed to perform in designated investigative roles. The force is a member of the national PIP pathfinder group.

Areas for Improvement

- The appointment of financial investigators to BCUs has begun to deliver some good results. There is, however, scope for increasing the use of asset recovery powers and other forms of financial investigation to tackle those committing and suspected of volume crime offences.

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- The 2005/06 HMIC sanction detections audit commented favourably on the work of the crime registrar and the policing standards team, and the way in which it is establishing a culture of integrity and compliance. The overall grading, however, was only Fair. An action plan to address the areas for improvement is now being implemented.

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3D Improving Forensic Performance

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
3	16	21	3

Contextual Factors

Forensic services are adequately resourced to provide force-wide 24/7 SOCO cover. Forensic strategy is driven by the forensic steering group chaired by ACC (TPE) and attended by key stakeholders including police authority members. Scenes of crime, the largest unit within the scientific support branch (SSB), is currently based at four strategic locations and commanded centrally. All SOCOs, including first-line supervisors, are located at the geographical area bases.

Process indicators show there has been significant improvement in the past year. The total number of SOCO tasks undertaken in 2005/06 was 38,765, of which 28,081 were actual crime scene examinations. The number of scene examinations conducted was about 5% down on the previous year, but they were far more productive in terms of identifications. It is worthy of note that SOCO attendance at burglary scenes increased by 800 (8%) against a backdrop of reducing recorded crime in this and most other crime categories.

Total forensic identifications increased substantially to 3574 – surpassing the 3,200 target by nearly 12%. There were 1,839 fingerprint identifications, a 32% increase, and 1,735 DNA hits, up 12%.

Strengths

- Forensic specialists are strategically located at key sites throughout Sussex working closely with operational units. Although centrally line-managed, scientific support staff regularly support BCU initiatives by working in partnership with operational colleagues. The SSB has developed effective relationships with forensic science providers and other external agencies.
- Considerable investments have been made in equipment and IT with an emphasis on digital and electronic transmissions. Funding has recently been secured for remote fingerprint scanning systems that will enable faster transfer from SOCO bases to the fingerprint bureau. The Ident1 palm-searching facility is now fully functional and producing additional identifications.
- Following a best value review of the SSB in 2005, some structural alterations have been implemented aimed at providing a more flexible workforce, including integration of volume crime scene examiners into the main scenes of crime structure and a performance and continuous improvement manager post.

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- Clear and easily understood guidance has been published on key forensic processes such as DNA mouth swabbing, scene attendance and fingerprint fast tracking.
- The force continues to benefit from full 24/7 SOCO coverage, and seven-day working in the fingerprint bureau.
- Heavy investment has been made in specialist staff training with appropriate professional accreditation and qualifications built into career progression. The force fully supports the Council for the Registration of Forensic Practitioners (CRFP) and 70% of eligible staff are now enrolled on the register. Six members of staff are also CRFP assessors, covering four different disciplines.
- The force has sufficient in-house technical support to ensure that covert operations are serviced through recognised NIM tasking processes.
- There are well-developed systems for quality control and vetting of forensic submissions. This is reflected in continued above average detection rates from DNA recovery.
- The fingerprint bureau has gained ISO 9001:2000 accreditation, and work is already in progress to extend accreditation to other scientific support units.
- Forensic performance management data is a key part of the fortnightly force performance meetings, at which BCUs and headquarters departments are held to account.
- Two specialist forensic trainers input to all appropriate in-house courses to raise the forensic awareness of staff. They are also involved in developing specialist training for scientific support and investigative staff.
- The SSB has been subject of a Lanner Scientific Support Work Improvement (SWIM) model review. A new force policy relating to additional powers to allow the taking of shoeprints from detainees has been adopted. A concerted effort is also being made to exploit the potential benefits to be gained from forensic intelligence.
- The work of the SBB is progressively marketed both within the force and to external partners.

Work in Progress

- Amalgamation of the various SSB administration functions into a centralised reception and administration unit in order to improve efficiency and quality assurance control systems is well advanced.
- Individual scene attendance levels, fingerprint recovery rates and level of identifications require improvement. The average time spent by SOCOs at a scene is currently too long. The performance and continuous improvement manager has responsibility for co-ordinating the effort to drive improvement in these areas.
- The shoeprint recovery process from both detainees and scenes requires further development. A working group has been established to identify how use of the system can be improved.

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Areas for Improvement

- Policies, procedures, guidance and service-level agreements cover the key elements of forensic services. Consideration should be given to a single forensic management strategy, as the basis for monitoring and evaluating progress towards targets and the development of a more corporate approach.
- Deeper analysis of forensic data is required to assist the force in gaining further insight into the economics, effectiveness and efficiency of SSB performance.
- The SSB contribution to formal NIM processes, especially at BCU level, should be further developed.
- The scenes of crime desk tasking unit is currently unable to provide full and efficient coverage for deployment of SOCOs.

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3E Criminal Justice Processes

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	15	27	1

Contextual Factors

At a strategic level, Sussex Police is an active partner within the local criminal justice board (LCJB) and has supported local joint partnership activity including the warrant enforcement bureau, the West Sussex domestic advocacy project and the multi-agency prolific and priority offender (PPO) focus. Project management has been provided for criminal justice initiatives such as No Witness, No Justice (NWNJ). ACC (TPW) leads on criminal justice matters and there is appropriate scrutiny of criminal justice performance by a designated police authority lead.

Criminal justice units (CJUs) and trial units follow the Glidewell model and are co-located with the Crown Prosecution Service (CPS) where possible. A recent analysis of CJU workloads has led to a realignment of resources and changes in structure including closer collaboration between criminal justice department (CJD) and youth offending team (YOT) processes. The number of offenders brought to justice continued to improve in 2005/06 (19%) in line with the MSF average.

Case progression and witness care issues are managed by trained staff in four BCU-centred CJUs and two crown-court-based trials units. For less serious offences involving road collisions, penalty tickets, camera safety and summons application, the central ticket and summons unit based at Shoreham provides economies of scale and standard processes. PNDs are issued both within and outside custody and procedural guidance has been issued by CJD.

All cases in which 'not guilty' pleas are entered are passed to the BCU-based prosecution caseworkers for a 'full file' upgrade before subsequent hearings at magistrates and/or crown court. The CJD ensures that staff are fully trained in disclosure issues, exhibits and evidential continuity and that effective quality assurance processes are in place for correct completion and forwarding to the CPS on time.

Youth offending issues are managed by the CJD which provides a member of staff for each YOT. Reprimands and final warnings are carried out by trained staff mainly within custody units. Persistent young offenders are progressed through the system using dedicated CJU staff in each area.

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Strengths

- Changes to the CJD infrastructure have eliminated wasteful, inefficient and disparate practices, provided a focal point for professional guidance and streamlined the introduction of legal and administrative changes.
- Focused and co-ordinated processes have been developed to effectively monitor the progression of cases through the criminal justice system. The force has published targets which are effectively monitored during local performance team management meetings and by chief officers at force performance meetings.
- Criminal justice management information has been refined to allow for effective measurement of performance at both force and BCU levels.
- Performance against criminal justice targets is encouraging. Offences brought to justice have increased to 32,534 in line with the MSF group average. The number of ineffective crown court and magistrates courts trials has been reduced, meeting and exceeding the targets set.
- CJU staff attend a structured five-week induction course and are further developed and mentored through a probationary period during which prescribed levels of performance need to be achieved.
- The use of PNDs and formal warnings for possession of cannabis has been increased as part of the strategy to reduce bureaucracy.
- Detainee handling within the six professionally managed PFI-based custody centres has developed in the last four years to optimise the use of resources and accommodation and to provide an efficient and professional service. Investigations are directed to maximise evidence-gathering opportunities and, should additional time be required, the force adheres to strict bail management protocols.
- CJ systems have been effectively integrated with NIM structures and processes; in particular, the links to tasking and intelligence sharing. This is especially evident in the targeting of prolific and priority offenders, on which the superintendent CJD takes the lead.
- The PFI agreements for detainee handling have effective arrangements for ensuring compliance with statutory requirements and that key issues such as organisational learning, intelligence gathering and performance against targets are all subject to review by CJD staff.
- Prosecution teams located within each centre provide dedicated staff to direct, co-ordinate and investigate offences following arrest. The recent introduction of multiplex video to DVD equipment has enabled evidence to be gathered during the period of first detention.
- A mixed-economy approach is being developed, including the concept of specialist 'case directors' – employing police staff as designated investigators, supported by BCU officers on a rotational basis.

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- Identification issues are resolved by a centralised unit based at Brighton, which, together with the three satellite sites at Eastbourne, Worthing and Crawley, provides a rapid turnaround for all identification processes.
- Consideration of the needs of victims and witnesses has improved. ACC (TPW) is the victim and witness group lead within the local criminal justice board. Investment in systems to care for victims and witnesses has ensured compliance with national NWNJ standards.

Work in Progress

- The force has identified that warrant enforcement could be improved by increasing the capacity of the multi-agency warrant enforcement bureau, even though it has exceeded its target for reducing outstanding warrants for failing to appear at court.
- It is recognised by the force that improved facilities for the care of people detained under S.136 Mental Health Act need to be developed with partner agencies. An action plan commenced in April 2006.

Areas for Improvement

- The PNC and intelligence steering group should continue to work with the Sussex courts to focus attention on PNC performance issues. The force has been unable to meet the national target to enter 75% of court results within ten days of receipt from the court.
- Staff retention remains an issue for CJUs and new ways need to be found to encourage staff to remain as Sussex Police employees (see 6A Human Resource Management).

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GOOD PRACTICE

TITLE: Private Finance Initiative (PFI) – Custody Centres
PROBLEM: The detention of suspects is central to the investigation of crime. Prior to the PFI agreement, custody provision was available at 24 locally managed cell blocks across the County. This, combined with an ageing estate, meant a varied standard in detainee care and security. Sussex Police recognised that the practical care and administration of detainees did not necessarily require fully trained constables.
SOLUTION: Identification and detainee handling centres (IDHCs) have delivered a unified approach to custody management and operational procedures. The ability to manage the welfare of detainees has significantly improved with a reduction in complaints and self-harming incidents. This new approach has led to streamlining of procedures, improving morale and a positive impact on inter-agency working. The reduction of booking-in and processing time, now down to less than nine minutes across the county, has led to increased visibility of operational police officers. There has been a rise in detainee throughput of 22% since the first new centre opened in 2002.
OUTCOME(S): The creation of a detention supervisor position staffed by the external service provider was an innovative development in the delivery of a mixed-economy workforce. The detention supervisor adopts the custody officer role, excepting the authorisation of detention, and the reading of rights. Sussex Police piloted the role at Brighton IDHC to evaluate any positive impact on reception, detainee handling and being able to return warranted officers back to core policing. To date the results have proved an outstanding success, allowing warranted officers to return to valuable core policing roles. Sussex Police has now adopted the role in other IDHCs across the County.
FORCE CONTACT: Andrew Mowle, Criminal Justice department

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4 Promoting Safety (Domain 3)

4A Reducing Anti-Social Behaviour (ASB)

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	8	35	0

Contextual Factors

Sussex Police has demonstrated a strong desire to work with communities and partner agencies to tackle ASB with a strong strategic lead being provided by the Chief Constable and the DCC. An ASB strategy, first produced in 2003 following work with partner agencies, outlines the breadth of the approach, and guidance, templates, formats and training are in place.

NIM processes at all levels include ASB, and a recent national award recognised work in respect of alcohol-related ASB. Performance is reviewed rigorously locally and at force level and outputs in respect of Anti-Social Behaviour Orders (ASBOs) are high. Good use has been made of new statutory powers but there is a need to consolidate and share good practice and to improve data capture to allow for better analysis and assessment.

This assessment is made within the context of a continuing comparatively high level of concern about ASB which raises the question of the effect on public perceptions of high-profile enforcement campaigns. Recorded offences of criminal damage remained close to the MSF average in 2005/06.

Strengths

- The force has sought to regulate and strengthen contact with town and parish councils by jointly creating a support policy and has strongly encouraged the engagement of external groups, collectively referred to as LATs to broaden the resources brought to community problems. Partnership work with CDRPs has resulted in effective ASB co-ordination at the local level, with centres of excellence such as Brighton & Hove (East Brighton 4 You) emerging.
- An effective information-sharing protocol is available to agencies through the innovative partnership-based CADDIE project. The project board is chaired by Sussex Police. Partnership data is available on the Internet and the partners fund a project manager and five analysts.
- LATs are well established. They are set up to deal with crime, disorder, ASB and environmental problems with local partners, helped by start-up funding of £500 from the

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force. A database with 89 LATs enables action to be tracked and good practice to be shared.

- JAGs operate on all BCUs as partnership tasking and co-ordinating processes. With links to both police T&CGs and LATs, there are already many good examples of how they bring together joint partner assets to tackle neighbourhood priority problems.
- A Sussex business crime group has been created to develop and support business crime reduction partnerships that also target ASB in retail environments. This work has contributed to the force having a comparatively high proportion of ASBOs and other types of interventions.
- ASBO and acceptable behaviour contract file preparation tools and templates are available to staff via the intranet and good use has been made of new legislation with regard to dispersal orders, closure orders and fixed penalty tickets.
- Officers and PCSOs have attended national, regional and local partnership training. Good use has been made of national training materials.
- ASB and signal crimes data is featured in analysis conducted for the level 2 TTCG and force performance meetings. At the latter, chief officers regularly test district commanders' understanding of ASB profiles and trends and their strategic and tactical approaches.
- The force won this year's Tilley Award (for problem-solving policing) for an operation in Brighton & Hove designed to reduce street drinking, begging and the associated crime and ASB. Working in partnership with other agencies and local people, over a 15-month period the number of beggars fell by 90% and there were significant reductions in street drinking.
- The Enough campaign launched in the autumn of 2005 gained ministerial approval and an AMEC award for tackling alcohol-related ASB. The high-profile campaign engaged partners in joint operations, producing an impressive range of outputs.
- 'Before' and 'after' neighbourhood reassurance surveys demonstrated an increase in public confidence in the police. Other positive results included a 10% fall in public-place violent crime involving injury, achieved mainly by early intervention to forestall the potential for more serious violent behaviour. Action is now being taken to ensure that the skills and tactics developed for the campaign are incorporated into day-day operations.

Work in Progress

- County and unitary authorities within Sussex have a significant role in respect of ASB but their strategies, procedures, resourcing and skills vary significantly. There is a need jointly to establish greater consistency in the collective approach to ASB. The formation of the pan-Sussex public safety and reassurance group is intended to address the above issue. One of the aims is to strengthen links between the work of CDRPs and the local criminal justice board. Development has been slow and the force and authority should sustain the drive for progress.

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Areas for Improvement

- The prospect of force mergers presents an opportunity for partners to collate and use ASB data more effectively to support better problem analysis, tasking and measurement of results. Improved performance information is critical to successful development and review of tactical options.
- Key success factors in the Enough campaign included partnership work with the licensed trade, co-ordination of the work of licensing officers in districts, training in licensing enforcement powers, and using intelligence to prioritise action. Following a decision that the operations department should lead in this area, it is important that support for the licensing function should be sustained.
- Issues relating to problem solving are covered in the final point of 2A Volume Crime Reduction.

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4B Protecting Vulnerable People

Grade	Direction of Travel
Fair	Stable

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

Protection of vulnerable people is led by two ACCs who have individual portfolio responsibilities covering this area of business; both link with partner agencies at a strategic level. The SIB supports and co-ordinates operational activity in relation to:

- child protection
- adult protection
- missing persons
- public protection
- asylum and immigration issues
- domestic violence
- race/hate crime
- hi-tech crime unit
- serious sexual offences
- human trafficking
- crime recording bureau (CRB) disclosure.

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The branch is under the command of a detective superintendent who is the nominated professional lead for the above subjects. Day-to-day activity in relation to responding to the needs of vulnerable people is generally dealt with by BCU staff. The most serious allegations of crime are investigated by trained detectives within BCU specialist investigation units. The detective superintendent and DCI within the SIB fulfil a number of strategic roles, especially in relation to the force's contribution to the multi-agency public protection arrangements (MAPPA).

Force performance focuses on measurable data. A great deal of SIB activity is related to problem solving and interventions designed to minimise and prevent risk. Successful interventions are difficult to measure in terms of outcome, as it can never be proven that such activity has either prevented a serious crime or reduced risk.

Many sections of legislation relating to SIB activity are supported by statutory guidance, policy and national best practice. In many cases, optimum resourcing models are suggested which, if fully implemented, would significantly drain resources from other core policing activities.

Strengths

- There is a clearly defined framework for child abuse investigations. The force is actively engaged in area child protection committees and has developed clear links between strategic partnerships and operational delivery through supported and co-ordinated specialist investigation units (SIUs) on BCUs.
- In order to ensure effective internal collaboration in relation to responding to the needs of vulnerable people and to improve multi-agency collaboration child protection, public protection and anti-victimisation units (AVUs) have been co-located within distinct SIUs.
- Domestic violence (DV) is recognised within force strategy as a priority area and is reviewed during the fortnightly FPMs. BCU commanders have responsibility for driving performance locally and rely on trained detectives within AVUs to respond effectively to allegations. DV incidents are regularly audited by the policing standards team to inform the FPM.
- There is clear evidence of effective joint working and data sharing with partner agencies involved in all the disciplines that constitute the vulnerable people portfolio. The force is developing partnership activity and there are established systems to ensure that relevant data is readily available to inform operational policing decisions including 24-hour access to the CRB.
- Clear policy, guidance and information-sharing protocols have been published in relation to meeting the needs of vulnerable people. This is regularly updated and available to practitioners in easily accessible formats including the force intranet.
- A dedicated MAPPA officer ensures that multi-agency public protection arrangements are consistent across the force. The post holder monitors multi-agency attendance and ensures that any agreed actions are discharged by the responsible authority.
- Sussex contains many children's homes and these have generated a large number of repeat missing person reports. Preventative work with the homes has reduced the

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number of missing person reports which has in turn significantly reduced investigative workloads.

Work in Progress

- The force recognises that resources in BCU SIUs have not kept pace with the expanding workloads. In some cases, SIU staff have been moved to on to other work. Following a series of reviews by SIB to determine the staffing required, consideration is being given to the allocation of resources.
- Vulnerable persons suites are being introduced across the force. They are intended to be multi-agency, self-reporting, holistic centres for victim care and investigating. They will follow the model of a sexual assault referral clinic but are also intended to encompass domestic violence and race and hate crime.
- The force is currently seeking to amalgamate some aspects of the public protection portfolio with the LCJB. Proposals include designated domestic violence courts and, possibly, the same model for other hate crime and serious sexual offences in the future.

Areas for Improvement

- MAPPA arrangements manage the risk posed by dangerous and potentially dangerous offenders. Level 3 MAPPA is designed to consider the most serious risks to public safety. The force needs to ensure that the chief officer team is demonstrably involved in risk management at this level.

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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

Contact management is delivered primarily by a police contact centre (PCC) at headquarters and by two resource centres from which units are despatched, at Brighton and Haywards Heath. All public calls are received at the PCC and then passed either to the resource centres, the call-handling centre for telephone resolution (non-crime), or to the CRIB. The communications department has a wide remit that includes enquiry counters, the operational incident system, change management, implementation of the quality of service commitment, Airwave development and management of the Sussex-wide CCTV scheme.

The investment made in contact management is now being rewarded in greatly improved performance. Performance improvements in 2005/06 included 94.3% of 999 calls answered within the 10-second target (up 2%), and 82.7% of urgent incidents responded to within the 15-minute target. The proportion of non-urgent calls answered by the public contact centre within the 60-second target rose from 63% in 2004/05 to over 80% for the period October 2005 to April 2006. The abandoned call rate fell from 14% to under 4% in the same period. Customer surveys show that the satisfaction rate with 'ease of contacting the police' was just above the MSF average.

Initial difficulties in setting up the CRIB have been overcome and its services were fully rolled-out by December 2005 across the force area to both the public and police officers.

Strengths

- Although there is no separate contact management strategy, strategic development is being driven effectively as part of the citizen focus programme (see 1A Fairness and Equality in Service Delivery). A departmental plan sets out targets and improvement actions aligned to force strategic priorities. With the exception of non-emergency call handling (see Areas for Improvement below), the national call-handling standards were adopted in December 2005.
- Well-developed quality assurance processes have been a key factor in improving caller satisfaction rates. They include a structured callback system, analysis of recorded messages and supervisor checking of 15% of incident logs. Good use is made of the results to assess individual and team performance development.

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- Effective performance management systems are supported by a departmental performance analyst. Fast-time performance information in the call-handling centre enables supervisors to switch multi-skilled staff between business areas.
- Business continuity plans are in place together with a detailed risk register. Fallback systems take advantage of the multi-site structure and arrangements with other forces and emergency services. Further work is needed on the testing programme.
- A risk equality impact assessment has been completed and follow-up action has benefited from collaboration with an independent advisory group and representatives of other emergency services. The action includes a contract with language line for telephony interpreting services, public information leaflets in a range of languages, and minicom, texting and Internet facilities for the hard of hearing.
- An inspector and supervisor are in place 24/7 to manage critical incidents including firearms incidents in the initial stages and to link with force gold and silver commanders.
- The department has its own HR manager responsible for co-ordinating delivery of an HR strategy. It includes a costed recruitment and training programme. Performance Development review (PDR) completion and quality is improving and 60 staff hold an NVQ in call management through work-based training. Following the force staff survey in 2005, the department carried out follow-up work by an external consultant – the results feeding into the current structural review of the PCC.

Work in Progress

- A review of the non-emergency PCC, under way at the time of this assessment, is intended to deliver a streamlined managerial and supervisory structure, improved support for call takers and advisers, multi-skilled staff, and changes to shift patterns in order to match staff levels to call demand more effectively.

Areas for Improvement

- The force has decided not to adopt the national call-handling standard of answering 90% of non-urgent calls within 30 seconds, arguing that it would require additional staff and is not a priority for the public. This decision should be reconsidered. Many forces have achieved the standard through improved processes rather than employing additional staff. It should also be remembered that many members of the public mistakenly call the police by this route in real emergencies.
- Sickness levels for police staff remain high and further efforts should be made to apply the more robust attendance policy introduced by the force in late 2005.
- The department needs to use part-time and day shift workers more effectively in non-emergency business to support core shift workers – an issue that is being addressed by the current departmental review.
- In addition to some positive feedback, the 2005 staff survey raised a number of issues for the department including internal communication, insufficient praise and recognition, and the need for more action to deal with poor performance. Action taken to deal with

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these and other issues should be sustained. Visible, motivating leadership and staff involvement can make a major impact on performance alongside the investment that has already produced results.

- CRIB staff play a key role in ensuring compliance with crime-recording standards and the early investigation of crime. Some staff seen during this assessment felt that their training focused too much on technical issues rather than on people-handling and investigative skills. They said they would also value more opportunity to receive feedback on their work and to debrief difficult cases – not easy to arrange in the pressurised call centre environment.
- There is scope for developing more detailed performance measurement and targets in relation to the quality of CRIB processes; if done well, this approach could assist with the issue raised in the previous bullet point.
- The service provided to public callers and staff does not currently benefit from a sophisticated customer relations management system.
- The department does not currently use a computerised workforce management system – procuring such a system is under consideration this year.
- The resourcing style needs to be determined – ie the extent to which the resource centres or local line managers control the deployment of resources.
- During this assessment, several staff in a variety of roles raised the issue of non-urgent incidents judged to require police attendance but not centrally allocated to a unit. It was claimed that after a certain period such incidents were forwarded to districts for local action, often leading to unacceptable delays. Implementation of the call grades and deployment policy published in December 2005 should be reviewed.

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5B Providing Specialist Operational Support

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	23	19	1

Contextual Factors

Specialist operational support is largely delivered by the operations department (OD), which has four branches. Special Branch activity is dealt with under the counter-terrorism part of this assessment. The other three branches are each led by a superintendent and deal with: firearms and public order; operational planning, policy and search; and support units (air, dogs, automatic number plate recognition (ANPR), and chemical, biological, radiological and nuclear (CBRN). With the exception of the head of Special Branch, all OD command officers are accredited as gold or silver firearms commanders and two have both accreditations.

OD is linked into the force tasking process, through which BCUs can bid for operational support services. In addition, strong informal links between BCUs and OD unit heads allow negotiation for services to respond to rapidly emerging problems. It is recognised by the force that OD needs to update the information provided to other units about these services.

Strengths

- The DCC provides active lead in relation to the police use of firearms. He chairs both the force strategic firearms review forum and the regional firearms forum.
- Effective systems ensure that gold commanders drawn from cadres of senior officers who are trained and accredited to command firearms and public order events are readily available to take command of all firearms and critical incidents (see 3A Managing Critical Incidents and Major Crime).
- The force leads the local resilience forum which has established a working group to consider CBRN and other large-scale organisational threats. The force chairs the forum and runs a jointly funded dedicated secretariat that produces multi-agency linked policies for adoption in times of emergency.
- Compliance in relation to firearms training is delivered through a recently formed firearms training committee, supported by an inspector dedicated to the delivery of appropriate firearms training.
- Early assessment of firearms incidents and bronze command capability has been improved by the policy of crewing armed response vehicles (ARVs) with a sergeant specialist firearms officer as part of the initial response.

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- A cyclical process of threat and risk assessment has been replaced by a much more dynamic process which includes continual debriefs of firearms deployment and feeds into the quarterly strategic firearms review forum.
- All firearms-related deployments are independently reviewed to assess the competency of decision makers, develop organisational learning and spread any identified good practice.
- The OD is recognised within the force's business planning and intelligence processes. The unit informs the strategic assessment and portfolio holders are often held to account for performance at the fortnightly force performance meeting.
- A comprehensive and co-ordinated approach has been established for assessing and reacting to increased community tension. Proven analytical products based on community tension indicators are discussed at neighbourhood, district, BCU and force levels within the NIM framework. Community impact assessments, to which members of IAGs make a vital contribution, are prepared by BCUs with inputs regularly made by appropriate specialist units.
- Effective processes that deliver short- and longer-term police standards unit (PSU) capability are well established, known as operations Yield and Spearhead. If additional resources are required, informal mutual aid agreements have been set up with neighbouring forces.
- The force has a dedicated specialist search unit trained in all aspects of search, including underwater. Support is regularly provided to other forces in the region that lack such capability.

Work in Progress

- A comprehensive review of firearms capacity and capability has recently been undertaken; a well-developed action plan designed to ensure compliance with NCPE codes is being implemented; policy and training are up to date and incorporate identified best practice.

Areas for Improvement

- The force recognises that formal service-level agreements, memorandums of understanding and closer collaboration (e.g. event planning support) need to be developed between the OD and BCUs.
- Although there are good contingency arrangements and emergency procedures, there is scope for additional multi-agency exercises to test the effectiveness of planning and to allow potential key post holders to make decisions within a safe environment.
- Notwithstanding the outcome of the national IMPACT intelligence-sharing project, Sussex Police should explore (within the regional intelligence group) the feasibility of developing processes to improve searching for and sharing cross-border intelligence (especially with the MPS).

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- There is a need to keep updated the information available to the force, particularly BCUs, about the services that OD can provide.
- A generic gold policy book to cover all critical incidents should be developed and work to do this is under way.

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5C Strategic Roads Policing

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	7	33	3

Contextual Factors

Within Sussex Police there is a growing realisation of the influence that successful roads policing departments (RPD) can have on criminality, reducing road casualties, supporting local policing activities and the significant contribution to force performance the RPD can make by investigating road deaths. This change in road policing will not necessitate a return to the high numbers of dedicated officers. Through better use of technology workforce modernisation, an intelligence-led approach and better integration with other core support activities at BCU level, it is anticipated that the numbers of sworn staff are likely to remain static, although police posts are likely to be restructured.

Since 2001 the force has been measured in relation to its ability to achieve significant road death and injury reduction by 2010. Although local and national targets are still attainable, casualty trend data suggests that the force faces a considerable challenge if it is going to meet long-term targets. A vision for the delivery of roads policing has been developed within a strategic renewal proposal. The aim is to set out the type of RPD that will be best suited to meet the anticipated challenges over the next five years in a way that is both economic and efficient.

Strengths

- Active chief officer and police authority involvement in the development and review of the roads policing strategy, which includes chairing and co-ordinating cross-border initiatives through the South East regional roads policing forum.
- Strong and enthusiastic leadership is displayed by the head of the RPD who, together with senior management team (SMT) colleagues, is keen to reform, develop and improve roads policing performance within Sussex.
- The contribution of roads policing to the wider force strategic assessment and control strategies, including its role in tackling crime, has recently been reviewed. A NIM-compliant tasking and co-ordinating approach has been adopted which has ensured that resource deployment is intelligence led. There has been a significant upturn in level 1 tasking to BCUs and an increase in arrests linked to local crime prevention and detection priorities.
- The force has recently appointed a dedicated roads policing analyst and researcher. The post holder has been tasked to monitor performance against measures set out in

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the RPD control strategy, including contribution to level 1 crime prevention and enforcement and measures of public reassurance.

- The RPD has monthly meetings during which traffic-base supervisors are held to account. Further performance issues are considered within SMT and finance meetings. Significant improvements in performance include a reduction in sickness from 14 days per officer to fewer than 9, and greatly reduced overtime costs.
- There is a well-developed road death investigation capability, including resilience in accredited senior investigating officers and family liaison officers. Effective links have been established with forensic services and the major crime branch.

Work in Progress

- The force is in the process of implementing the agreed actions generated by the roads policing strategic renewal proposal. Through internal reorganisation it is aimed to free up 4,900 additional duty hours for front-line work.

Areas for Improvement

- Casualty data reveals a slowing downwards trend since 2001. In partnership the force needs to develop more collaborative and innovative ways of reducing casualties if it is to meet national targets. During 2006/07 it is planned to develop a joint tasking approach that has been agreed at the strategic level with key external agencies.

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6 Resource Use (Domain B)

6A Human Resource Management

Grade	Direction of Travel
Poor	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 year 2005/06 was a difficult one for the HR function. It became clear that the headquarters department did not have the full confidence of many people in the organisation. Although it contained qualified professionals, there were weaknesses in leadership, direction and management systems. The HMIC baseline assessment identified several significant areas for improvement, and towards the end of the year there were changes in the department's senior management. A former chief superintendent was appointed for a limited term to lead the department. Although not professionally qualified, he has the respect of his former colleagues and has begun to improve management of the HR function. One factor in this temporary arrangement has been the uncertainty surrounding the potential merger with the Surrey Police and the difficulty in attracting a senior HR professional to a post that might have been very time-limited.

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The DCC has chief officer responsibility for the HR function which is highly devolved. HR managers on each BCU are members of senior management teams and run small units. The headquarters department has used the HMIC baseline assessment of 2004/05 to set a new direction for itself and to restore confidence in the whole HR function. A much clearer working relationship has developed between BCUs/departments and the central HR department, which aims to be seen as a 'centre of excellence' for devolved HR teams to access. It will then maintain a monitoring function to ensure consistency and fairness in force-wide decision making and the application of policy.

Strengths

- The HR board meets monthly and includes all BCU and departmental HR managers. The wider HR community is becoming much more cohesive through involvement in the board and the establishment management forum, inclusion in the job evaluation process and, overall, a greater commitment to work together as a single provider of HR services.
- An IT system for financial and HR management is well established and provides effective integration with key operational systems. It supports HR performance reports that contain a wide range of quantitative data and is made available throughout the organisation via the intranet. The department aims to develop it by including survey-based information on customer perceptions of the HR function.
- A target to reduce overtime expenditure by 15% in the three years to 31 March 2006 was achieved. In fact, the final outturn was a 21% decrease. This reduction reflects a determined effort by chief officers to support the 'work-life' balance, including systems to monitor compliance with the working-time directive.
- The force achieved Investors in People (IiP) re-accreditation in January 2006. There is scope, however, for making greater use of the feedback from that process, increasing the knowledge of key staff about IiP requirements, and involving staff associations.
- Fast-track medical intervention for a range of treatments and medical screening has been developed in Sussex in recent years, and some significant savings have been made from returning staff to work more quickly and preventing a recurrence of injuries or illnesses. In the face of competing priorities and following discontinuation of government funding under the strategy for a healthier police service, some of this work has been discontinued, chief officers not being convinced of the business cases. It is important that the effects of this decision should be monitored. The number of medical retirements of police officers (12 in 2005/06) continues to be well below the target for Sussex of 20.
- A full-time health and safety (H&S) adviser and deputy co-ordinate H&S work, reporting to the force H&S committee, chaired by the DCC. There is generally good awareness among managers of H&S responsibilities and compliance with statutory duties. The H&S Executive reported in September 2005 that good progress was being made on all the actions that followed an inspection the previous year.
- A force-wide staff job satisfaction survey was conducted in 2005. Some of the results were very positive, showing high levels of satisfaction and morale.

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Work in Progress

- Prior to early 2005, systems for updating HR policies had been weak. There were too many policies, much duplication, and many were out of date. A fast time review of all HR policies is now being carried out. As soon as it has been completed, and the revised policies endorsed by the force, systems will be needed to ensure consistency and fairness in their application.

Areas for Improvement

- The HR function is still seen as a supplier of specialist services. The force recognises the need to raise its profile at the strategic management level to ensure that all operational and organisational decisions take full account of people management issues. In due course, consideration should be given to promoting this change by appointing an HR director at chief officer level.
- An HR strategy 2006–09 sets out the values, priorities and broad aims. The 2006/07 HR plan (in draft at the time of this assessment) goes into more detail about action to improve processes. There is, however, no costed HR plan driving workforce development. While there are mechanisms to control the establishment, detailed medium-term workforce planning involving all key stakeholders has yet to be developed.
- The continued development of the HR board and the inclusion of all HR managers in the strategic decision making of the force (the policy area being only one example) are critical to maintaining improved HR performance. Job evaluation, establishment control, grievance and discipline procedures are other priority areas for the next 12 months.
- At present the head of HR holds regular meetings with BCU HR staff and a more systematic approach to monitoring progress against the HR plan is now in place. Ways should be considered, however, of involving a broader range of stakeholders and strengthening the strategic overview arrangements at chief officer level.
- Full potential of the integrated HR IT system has not yet been realised, partly because of inadequate training for users. An example has been the excessive amount of police officer time spent on correcting errors in the duty management system, a problem that is being addressed. A crucial project for the department this year is taking over the payroll function from West Sussex County Council.
- While exit interviews are being conducted, further progress is needed to improve consistency, analyse the findings and apply lessons learned from the process.
- There is no corporate pay and reward strategy. It should cover, eg, the link between poor performance, inefficiency or poor discipline and competency-related threshold payments and the monitoring of bonus payments/honoraria to ensure fairness against the six strands of diversity.
- A new electronic PDR system was launched in December 2005, accompanied by a significant investment in training managers and staff. It will allow much more accurate monitoring of both completion and quality. At the time of this assessment, it was too early to know whether completion rates exceeded the 80% achieved under the previous manual system. Further work is needed to overcome the perceptions of some staff that the process is excessively bureaucratic and time-consuming.

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- A new attendance policy was introduced in late 2005 and supervisors were trained in its application. At the time of this assessment, it was too early to judge its success. Police officer sickness absence fell by 10% in 2005/06 and for police staff there was a 4% reduction. In both cases, however, absence rates remained well above the local and national targets.
- Some health and safety work has been delayed following discontinuation of government funding for a trainer post. The effect of this change should be monitored. A related issue has been major gaps in first aid training, which are now being addressed. It had been devolved to BCUs but not then delivered consistently.
- Although many of the findings in the 2005 staff survey were positive, the value of the process was diminished due to delays in publication, and by a lack of considered evaluation or demonstrable outcome. A more rigid project framework should be adopted for any similar surveys planned in the future.

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6B Training, Development and Organisational Learning

Grade	Direction of Travel
Poor	Declined

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.

Contextual Factors

Training and development was graded Fair in 2005 and a number of recommendations were made. Action taken in response to those recommendations is summarised below.

In the past two years, four heads of learning and development, an ineffective management structure and a loss of resources deployed into the management of business processes have contributed to strategic drift. Although significant projects have been successfully delivered, such as the implementation of the new student officer course, and the quality of training maintained, strategic management and the management of business processes have not developed.

The situation described above requires the HMI to re-present the Areas for Improvement that were identified in 2005 in full, followed by a comment on the current position:

'To ensure that the true cost of training in the force is accurately reflected, it is important that the present cost centre approach to budget provision is replaced by a process that is informed by application of the national costing model (NCM). Management information is being produced from NCM data although the force is not exploiting this and there is the opportunity for the force to take this powerful information and develop its use.'

Present Position: *Not progressed.*

'The head of training routinely and regularly monitors the costed training plan (CTP). However, this needs to be conducted systematically and should be undertaken by the

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strategic planning group and the PA. HMIC was informed that the force had imminent plans to strengthen the roles of both these parties in this regard.'

Present Position: *Not progressed.*

'Responsibility for the training and development function rests with the head of HR (which is not an ACPO appointment) who reports directly to the DCC. The head of HR is line manager of the head of training and nominated as head of profession. This post has functional responsibility for training although other departments or BCUs, eg local training officers, manage certain training posts. The force has recognised the need to consider line supervision requirements for those staff to ensure clear direction and control.'

Present Position: *Chief officer decision that learning and development would have line responsibility for the extended police family but not for BCU or departmental training.*

'In relation to the FfC (Foundations for Change) there is no formal audit trail to evidence action taken to date. The FfC should be incorporated within the force improvement plan in order that progress can be actively monitored and audited. There was no evidence of specific monitoring of progress or scrutiny of the force by the PA.'

Present Position: *Not progressed.*

'There needs to be an overarching improvement plan for training that encompasses all aspects of planned developments in a SMART format that can be effectively monitored.'

Present Position: *Not progressed.*

'The training approval process (TAP) defines the standards for training needs analysis (TNA) to evaluation and is overseen by the learning design and development unit. The TAP is applied to all new training; however, for local 'ad hoc' training this is not fully implemented.'

Present Position: *The training approval process is currently being reviewed to ensure all training has been approved and prioritised by the strategic training board.*

'There is a comprehensive evaluation process outlining responsibilities and methods that are being implemented across centrally provided training. The force must ensure that this commendable framework is extended to other areas of training provided within the force.'

Present Position: *Current evaluation process not extended across all training. Policy is being re-drafted to address this recommendation.*

'Evaluation priorities are tasked by the chief officer lead. Ensuring that he also reviews evaluation reports could further strengthen this useful process before they are forwarded to the evaluation sponsors.'

Present Position: *Evaluation priorities are not tasked by the chief officer lead. Revised process currently being developed.*

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'Strategically, the Best Value ethos remains in the force but there could be improved chief officer involvement in the challenge process for training and better use made of the NCM outputs to routinely compare the training products.'

Present Position: *Not progressed.*

'The CTP is created too late to inform other force plans produced under the force business planning cycle. This makes it difficult for the CTP to meet the needs of the force, as it is isolated from corporate objective setting.'

Present Position: *Not progressed.*

'There is a bi-annual bidding process that informs the TAP. While the training approval process is considered to be effective by the force, prioritisation is largely driven by the training department and in practice there is limited chief officer involvement in the prioritisation process.'

Present Position: *The training approval process is currently being reviewed to ensure all training has been approved and prioritised by the strategic training board.*

Strengths

- The DCC has responsibility for the HR portfolio and chairs the strategic training board.
- There is good engagement and support from the Sussex Police Authority. The lead member sits on the strategic training board, is a formal signatory to the learning and development strategy and business plan and is a member of various programme boards.
- Staff development within the trainer development programme is embedded and effective.
- There has been effective collaborative working with Kent Police in delivering gold and silver command training.

Areas for Improvement

This section provides a broad summary of the areas for improvement found as a consequence of the current inspection. Specific areas to address are contained in the detailed assessment guide, which the force retains. That document contains an assessment of 90 specific areas graded on a 5-point scale. More immediate effort will be required on those areas scoring 3 or less than for those scoring 4 or more.

Progress on the areas summarised below will be reported on in the context section of next year's report.

- While the quality of training delivery is good, the supporting structure and processes need to be improved. The force needs to re-evaluate Learning and development

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structure and resources to ensure sufficient capability to undertake the business processes which support training delivery.

- While a process for identifying and prioritising learning and development activities within the force exists, it is not consistent across all BCUs and departments. The process should be driven by the strategic training board chaired by the DCC. Local training panels should be introduced across the force to provide the link between local training delivery and the strategic training board.
- The identification and prioritisation of learning evaluation is not consistent. The strategic training board should set evaluation requirements for training and review results.
- The budget-setting process should follow identification of the learning needs for the forthcoming year. It should be undertaken using the CTP to illustrate actual training conducted against planned training.
- While the force has a system for recording planned and delivered training (SAP Training and Events), it is not used consistently. The system should be adopted as the single point of reference for training across the force.
- Learning and development is not marketed effectively. An overarching marketing strategy should be developed and the learning and development intranet site and intranet training site should be updated with relevant information.
- Unsatisfactory attendance levels within learning and development are higher than the force and national averages and targets. The system for monitoring and improving attendance should be adhered to more thoroughly.
- While a good system for training and developing trainers has been established, more could be done to ensure trainers maintain operational skills and knowledge, and share knowledge and experience across the learning and development branch.
- Greater use should be made of national and regional best practice. Closer co-operation with Surrey Police and others in the region should be explored.
- There needs to be an overarching improvement plan for learning and development, encompassing all aspects of planned developments in a SMART format that can be effectively monitored.

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6C Race and Diversity

Grade	Direction of Travel
Fair	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	14	27	2

Contextual Factors

In February 2006, Sussex was one of six forces that underwent HMIC race equality compliance inspections. This assessment draws heavily on the findings of that inspection, also taking account of the force self-assessment response and other evidence obtained during the baseline assessment process. Much of the work covered by this section is linked to issues covered in 1A Fairness and Equality in Service Delivery.

The force diversity strategy sets out the commitment to remove discrimination, actual or potential, from the way the organisation functions. The mechanism for delivery is through the confidence and equality programme through which race and diversity issues are mainstreamed.

The RES underpins the Sussex approach to delivering equalities. The strength of this is that it captures the work that is required, identifies an owner for that work and monitors the progress against agreed dates. The scheme encompasses all areas of race equality activity. A thorough scrutiny of employment practices carried out by Sussex Police Authority in 2005 led to a detailed programme of action (see Work in Progress below).

Strengths

- The extent of the commitment to race and diversity is shown by the fact that the Chief Constable personally takes the lead and chairs the C&E board. All chief officers and heads of departments have diversity objectives in their PDRs.
- A comprehensive diversity training programme is being delivered by suitably qualified trainers, following national best practice. New recruits are now positioned to undergo an all-inclusive, community-based training programme.
- Thorough consultation takes place with both internal and external partners to improve delivery to staff as well as customers. A particular focus has been on the fundamental review of employment-related policies. The HR department is represented within the key diversity forums, and resourcing agreements are arranged to support the Sussex Black Police Association (BPA).
- There are many good examples of encouragement given to staff support groups. For example, this is one of the few police forces to fully implement the nationally recognised agreement with the Gay Police Association.

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- A dedicated HR diversity team is able to channel national best practice and support other business areas.
- Good progress has been made towards developing part-time and flexible working arrangements.
- Other areas where good progress has been made include development of the disability equality scheme. A wide range of actions to improve disability equality has been completed and the force has been awarded the 'positive about disability' 'two ticks' symbol.

Work in Progress

- A thorough scrutiny of employment practices and service delivery carried out by Sussex Police Authority in 2005 led to a detailed and comprehensive programme of action. In addition to attending the C&E board to monitor progress, the authority also runs a six-monthly scrutiny review panel. The aim is to produce a suite of fit-for-purpose policies compliant with requirements, such as the employment monitoring duties.

Areas for Improvement

- At the time of this assessment there was insufficient understanding among key post holders of the RESs and their general and specific duties. This weakness was probably related to a lack of confidence in the HR department throughout the organisation. Action is being taken to address this wider issue (see 6A Human Resource Management).
- Progress has begun to be made on the recruitment and development of under-represented staff. A positive recruitment officer has been appointed, working to the Centrex positive action leadership programme. Tangible improvement has, however, been slow. For example, there are no black and minority ethnic (BME) officers above the rank of sergeant.
- There is still insufficient awareness among managers at all levels of the sort of action that can and should be taken to support the progression of BME members of staff.
- There is a critical need for effective monitoring of diversity issues. At the time of this assessment the force was far from compliant with the employment monitoring duty beyond the area of recruitment. A project plan has been produced for development of a robust monitoring mechanism.
- Further progress is needed on extending employment monitoring to strands of diversity other than race or gender.

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6D Managing Financial and Physical Resources

Grade	Direction of Travel
Excellent	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
1	11	24	7

Contextual Factors

This HMIC assessment is based on a self-assessment return, HMIC's own findings, and consideration of the Audit Commission's police use of resources evaluation (PURE). Set out at the end of this report are the appointed auditors' summarised scores for each theme covered by PURE. Separate, more detailed, reports on PURE have also been issued by the appointed auditor.

Work on preparing for the now deferred force mergers had a significant impact on the finance department and other corporate services.

The force budget report notes: 'Sussex Police continues to deliver, despite having fewer resources and funds than most forces in England and Wales.' In particular, it notes that Sussex:

- has the 5th lowest level of Band D council tax – below the average for shire police authorities;
- would need to spend an additional £7 million a year to match the average level of police revenue spending in shire areas; and
- has a strong record of delivering efficiency savings.

Sussex has a below average number of police officers per head of population but has the highest percentage spend on police officer overtime within its MSF group (see 6A Human Resource Management) and service costs per police officer are the highest in the group. Expenditure on the service per 1,000 population is above the MSF group average but the ratio of uniformed police officers to support staff is the lowest in the group for 2005/06, having fallen from the group average in 2003/04. Expenditure on both supplies and services, and premises costs per employee is the highest in the MSF group but transport costs are below average.

Strengths

- Sussex is a good example of an authority and force that have a medium-term financial plan, an annual budget and a performance management framework transparently demonstrating how resources are moved to priority areas as part of continuous performance improvement.
- Performance and the budget are both monitored by the command team and the force policy board, essential given the high level of budget delegation that the force has established.
- Budget monitoring and resource allocation processes cascade to BCUs and departments, each of which has a specialist business support manager as a member of

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the local command team. The director of resources is head of profession and chairs the information systems, finance and administration board (ISFAB) which brings together force senior support managers. Communication is further promoted across the finance and resource community by other mechanisms, including a well-developed intranet site, informal working lunches, newsletters, a DVD and a weekly 'director's diary'.

- There is a demonstrable commitment to and delivery of professional staff development. The ISFAB ensures general training requirements are met.
- The director of resources contributes actively to the ACPO finance and resources business area.
- This is a national reference site for the use of integrated business systems (IBS) using SAP. The functionality of the system is being further developed to drive down processing costs and improve management information.
- IBS make a significant contribution to the improved use of resources through better management information and improved controls – this is illustrated in Sussex with respect to procurement, where management information is driving down the number of orders placed and increasing their annual value while improving the control environment.
- The force plays a leading role in collaboration with a range of partners. While collaboration in procurement is taken as the norm, it is also well developed in fleet management following an external consultant's report. Estates management and energy management are also subject to effective collaboration.
- Good relationships exist with the treasurer and the authority – challenging but professional and supportive.
- Financial regulations were substantially revised and updated in 2005 to reflect Chartered Institute of Public Finance and Accountancy (CIPFA) best practice.
- There is a strong record of exceeding efficiency planning targets that (more importantly) effect cash-releasing savings.
- Through professional management of the estate, the force has achieved a 17% improvement of the utilisation of space – removing the need for additional expensive accommodation. This is an excellent example of an efficiency gain – which the force should claim.
- Activity analysis and activity-based costing are increasingly integrated into resource allocations, e.g. through the force's resource allocation formula. The external auditor has assessed both the data quality of activity-based costing and management arrangements as 'good'.
- Sussex has met its national overtime reduction targets (see 6A Human Resource Management).
- Benchmarking is actively used to drive performance management across all finance and resources support services.

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- Partnership working is actively pursued and the force was recognised in the recent Home Office best practice guidance on the employment of PCSOs.
- The force received a national award in 2005 for its work on procurement collaboration.

Work in Progress

- Work is being undertaken to further improve the reporting of performance results integrated with an assessment of the resource inputs used to produce them. The aim is to produce a 'performance dashboard' showing productivity indicators for use on each BCU and in each department.
- In addition, the force is committed to achieving further collaboration with local and regional bodies to deliver objectives – following the neighbourhood policing pathfinder project. Proposals being explored include sharing premises and IT support, and aggregating spend with other authorities to achieve better value from buildings and other resources.

Areas for Improvement

- Use of the intranet-based risk register by BCUs and departments has been inconsistent. Recognising this issue, work is under way to strengthen risk management and devolve appropriate elements to BCUs and departments.

Audit Commission Use of Resources

Element	Assessment
Financial reporting	Not Available
Financial management	3
Financial standing	4
Internal control	2
Value for money	3

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.

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6E Information Management

Grade	Direction of Travel
Good	Improved

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

Although having only joined the force in February 2005, the head of information systems (IS) has demonstrated effective personal leadership both within the organisation and through her active involvement at a regional and national level. This sets high aspirations that are shared with other senior managers and demonstrated by Sussex's active involvement in Airwave, mobile data and ANPR working groups, the implementation of IT infrastructure library (ITIL) practices and the adoption of PRINCE2 (projects in controlled environments) project management standards. Reporting to the director of resources, the head of IS attends the Chief Constable's management team meetings and is a member of the force's policy board. She has extensive commercial experience of IT and change management within large, complex organisations.

Sussex Police's information and communications technology management (ICTM) is clearly focused on supporting the delivery of operational objectives and thereby a better service to the public. A five-year strategy is aligned to meeting the objectives of the force's local policing plan and the strategic plan. It has been reviewed and monitored closely to ensure

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compliance with service delivery. For example, a key current priority is implementation of a new crime and intelligence system that will be a crucial aid to helping the force meet its objectives to reduce crime, investigate crime and increase the numbers of offenders brought to justice.

Substantial progress has been made against the Areas for Improvement identified in the last HMIC baseline assessment. For example, measurement and improvement of customer satisfaction is now an integral part of the IS management regime; 'voice over internet protocol' has been rolled out and is delivering demonstrable benefits; and good use has been made of IS solutions to reduce administrative burdens through the force's 'bureaucracy busters' initiative.

ICTM is recognised as a key corporate resource for which the head of IS provides the professional lead across the organisation. Her role is not limited to line-management of the IS department. The function is brought together across the force in the information systems board.

Strengths

- The IS department has a well-presented comprehensive five-year strategy that has been agreed by the force's policy board and the Police Authority. Five-year capital management plans are regularly reviewed by the capital strategy board.
- ICTM developments are regularly reviewed against impact on force priorities. Project proposals are subject to rigorous business benefits evaluation to assess the return on investment in terms of meeting force targets. Senior operational officers and members of the police authority are involved in this process through the IS board and capital strategy board to ensure buy-in and maximum alignment with objectives.
- A strong customer service ethos is supported by a continuous improvement project, and performance of the department is measured in customer terms – eg, assessing the availability of systems to the customer and sharing the results with them.
- A 24/7 service desk acts as a central point of contact for customer enquiries. ITIL procedures have been adopted for recording, managing and resolving user issues and requests. These services have been benchmarked against ISO 20000 and good use is made of the results of comparison with other organisations. User satisfaction is regularly monitored. The department has a rigorous performance regime with results being regularly reviewed with staff and presented to customers.
- The development wing of the department has built some innovative new systems that have been well received by the force and are creating national interest. They include a collision recording system, a risk calculator for the national search centre, a policy management system, a conference accreditation system and new Airwave applications.
- The information security team has played a key role this year, producing a security strategy, gaining national accreditation and meeting all national deadlines. It plays an integral role in the introduction of all IS change, providing advice and being represented on the change advisory board. An action plan is addressing a small number of areas for improvement identified in the most recent compliance self-assessment.

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- The IS department has good relationship-building skills which are demonstrated by collaborative work with other forces in the region and improved relationships with customers and suppliers.

Work in Progress

- The force is committed to delivering the objectives of the national data sharing (IMPACT) programme and was one of the first forces to go live with the IMPACT nominal index (INI). The project has active user sponsorship and works closely with the force's information quality board to deliver the management of police information (MOPI) guidelines.

Areas for Improvement

- The force needs to develop further its information management capability. Already in place are functions performing the roles suggested in NCPE guidance but this will be further enhanced by the recent appointment of a superintendent to lead completion of an information management strategy. The head of IS, the chief superintendent of corporate development and the director of resources are involved personally in driving this forward.
- A large investment to improve disaster recovery facilities has delivered two new computer rooms and at the time of this assessment the replication of mission critical infrastructure was close to completion. Further work is planned next year to widen the scope of recovery facilities and testing.

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6F National Intelligence Model

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	19	22	2

Contextual Factors

Good progress has been made towards compliance with NIM standards, although some areas require further development. Certain aspects remain undeliverable until the new crime and intelligence system has been rolled out.

There is generally a good understanding and use of NIM meeting cycles and products, supported by a strong performance regime to assess the model's application and benefits. There is some evidence of solid partnership engagement and a strong desire to apply the model in the development of neighbourhood policing.

There is scope to now consider the impact of doctrine development and compliance standards to achieve consistency across the service in respect of information and intelligence handling. The force is positioning itself to meet the future challenges of these issues.

Strengths

- An ACC provides effective leadership for the development of NIM processes, chairing the NIM steering group and the level 2 TTCG.
- There is a strong performance regime with well-structured and well-run NIM meeting cycles. The recently introduced inspection regime, which examines issues ranging from tasking processes through to physical security of buildings and information, is raising levels of awareness around NIM requirements and introducing more consistency in approach and application.
- A sound organisational structure exists for the management of NIM, with a clear chief officer lead and membership including those with appropriate levels of responsibility and authority to commission development work. This management structure includes a force strategic assessment group. It has ensured that the key documents drive force business effectively.
- Strategic assessments are well informed by relevant and up-to-date data from a range of sources. The resulting comprehensive control strategies do not include detailed recommendations. Instead, they are considered during the force planning cycle which ensures that organisational priorities and policing plans are geared towards achieving control strategy objectives.

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- Good compliance with national standards for incident reporting (NSIR) requirements has assisted in building comprehensive profiles of crime and disorder. NSIR is a standing item for the crime, incident, detection and recording steering group, which ensures that the analysis of the data assists performance management in the context of NIM processes.
- JAGs operate on all BCUs as partnership tasking and co-ordinating processes. With links to both police T&CG meetings and local action teams, there are already many good examples of how they bring together joint partner assets to tackle neighbourhood priority problems.

Work in Progress

- Significant investment has been made in IT support, in the form of the Nemesis product to integrate crime and intelligence systems. While yet to be fully delivered, the system has clear benefits in terms of research and search capability.

Areas for Improvement

- The main challenges for the force centre on developing greater understanding and capacity around the process of gathering community intelligence, recognising the sources and managing issues around collection, recording, reviewing and deletion in the context of wider information management. This will require potential investment to develop infrastructure to meet the requirements of the NCPE consultation document 'Neighbourhood Policing and the National Intelligence Model'.
- Similarly, engagement with partners needs further development to become more sophisticated, with clear strategies and processes to ensure effective engagement at all levels. Consistent information-sharing protocols to maintain necessary standards and accountability among data owners are needed to improve confidence among partners to engage more fully with NIM processes.
- There is a need for greater process ownership in respect of plans to address problems/targets and increased dedicated resources for the co-ordination of NIM development across the force.
- The TTCG should be further developed in order that level 2 (serious and organised cross-border crime) resources can, when appropriate, support local control strategies. Greater use could be made of this forum by BCU commanders to bid for additional centrally held resources to tackle local objectives.
- Results analysis remains a key feature of NIM but requires continued effort within Sussex Police to ensure that it is conducted in a timely fashion and to a consistent standard, providing a corporate memory for the force against which future planning and tactical activity can be assessed.

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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 chief officer team has recently been streamlined, following the departure of Chief Constable Ken Jones to the ACPO presidency, and the promotion of DCC Joe Edwards to temporary Chief Constable, and ACC Geoff Williams to temporary DCC. One ACC post has been left vacant, with the portfolio divided between the other two ACCs (TPE and TPW). The achievements of this team are noteworthy and momentum has been sustained, enabling the force to move forwards during a time of uncertainty.

There has been a considerable investment in training and leadership. The force has delivered the Chief Constable's leadership programme to over 1,000 staff, including members of the chief officer team.

All recommendations from the ACPO national diversity plan have been adopted and implementation is driven and monitored by the confidence and equality board chaired by the Chief Constable. The force IAG network has been strengthened throughout the year with BCU IAGs prominent in feedback on local operational issues. Members of all IAGs have participated in critical incident training weekends and the force regularly engages with a network of agencies across both the statutory and voluntary framework, representing all aspects of diversity.

The Chief Constable personally leads the race and diversity training programme which is currently being delivered to every member of staff. A significant amount of work remains to be undertaken to improve service delivery and ensure fairness and equality within the organisation (see 1A Fairness and Equality in Service Delivery, and 6C Race and Diversity).

The Chief Constable chairs weekly team executive meetings as a forum for examining current issues and agreeing cohesive strategic responses. He sets tasks for ACCs and other selected senior officers invited to attend.

A force-wide staff job satisfaction survey was conducted in 2005. Some of the results were very positive, showing high levels of satisfaction and morale. The honours committee, chaired by the DCC, provides a clear framework for ensuring staff achievements are identified and recognised appropriately. Bonus payments and honoraria are also used reward staff for exceptional work.

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The force performance meeting, held fortnightly, continues to be the chief forum for scrutinising force performance. It is supported by a wide-ranging and robust BCU and departmental inspection process headed by the DCC.

The key priorities in the 2006/07 local policing plan are the delivery of good customer service and ensuring the people who work for Sussex Police have the right skills.

Strengths

- The force has developed a clear vision and strong values that are supported by communities and partner agencies. The vision and values are consistently communicated and reinforced by the chief officer team. They have introduced 'Meet the Chief' road shows during which the chief officer team personally brief staff and answer questions.
- Members of the chief officer team have complementary skills and, together with senior managers, have engaged in externally facilitated team-building activities to improve leadership performance.
- The team is highly visible and accessible. Members conduct frequent visits to districts and departments and hold local focus groups in order to consult staff and discuss performance. There are a number of ways staff can raise issues within the force, including confidential reporting processes and a question and response site within the intranet.
- Supervisors at all levels have undertaken the Chief Constable's leadership programme.
- The force has a strong and effective working relationship with its police authority. Authority members are actively involved in monitoring and evaluating performance across a wide range of policing activity. They attend the fortnightly FPMs and are encouraged to attend familiarisation briefings and observe staff performance during specialist training.
- Both the Chief Constable and the DCC show a personal commitment to improving the force's management of diversity issues. The Chief Constable has given a personal lead to the race and diversity training programme being rolled out to all staff.
- The force has developed a Bureaucracy Busters website and recognises and rewards good work. At the FPM, systems have been developed that encourage and motivate staff to consider innovation and promote learning, including the 'make the difference' scheme which encourages staff to make suggestions to improve efficiency.
- Favourable feedback has been received regarding the commitment to rewarding and valuing staff, although this is an area where enhancements are always sought. Overall, a sense of pride is apparent among staff that there is now a very clear focus on delivering a quality service.
- Enhanced processes have been established to assess and manage corporate risks (jointly by the force and police authority). Good practice is evident in the Learning the Lessons forum, which includes members of the police authority.

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Work in Progress

- With the deferral of the merger with Surrey Police, wide-ranging planning has now focused on developing regional collaboration. Consideration is also being given to providing greater resilience in the chief officer team in the light of deferral of the merger plans and potential retirements.

Areas for Improvement

- Although many of the findings in the 2005 staff survey were positive, the value of the process was diminished due to delays in publication, and by a lack of considered evaluation or demonstrable outcome. A more rigid project framework should be adopted for any similar surveys planned in the future.
- A variety of internal and external communication systems operate within the force. A managed formal corporate communications strategy is required, however, to knit together existing processes and identify opportunities for improvement.
- The force is currently undergoing a restructuring programme and recognises that it needs to improve consultation and communication with staff associations. Successful change management of major strategic programmes requires that all staff should be fully engaged and involved to allay fears of postings and redundancies.
- Although there is a Bureaucracy Busters website and the force recognises and rewards good work at the FPM, systems need to be further developed that encourage and motivate staff to consider innovation and promote learning.

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7B Performance Management and Continuous Improvement

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	12	26	5

Contextual Factors

Over recent years Sussex Police has significantly developed its performance management framework. Dynamic performance information allows supervisors to consider and react to emerging problems. In other recent reports the performance structure within Sussex has been recognised as a highly effective means by which to monitor and challenge performance at district, BCU and force level.

The force has embedded NIM processes and ensures that business planning is closely linked to the force strategic assessment. Control strategies support business and strategic objectives; operational and financial planning cycles are integrated effectively in the force planning cycle.

Strengths

- Chief officers demonstrate strong leadership in relation to driving force performance, particularly through well-attended fortnightly FPMs, within which individuals and teams (including specialist and support departments) are required to account for performance.
- A well-developed and frequent programme of dynamic performance inspection, which visibly holds key stakeholders to account, ensures that problems are shared and that appropriate support and advice are made available. The DCC conducts regular district inspections which precede each district's attendance at the FPM and are targeted at identified areas of performance risk.
- Accurate, up-to-date and widely accessible performance data is produced automatically, with additional analytical capability on BCUs and in departments.
- The performance management framework integrates crime and detections with use of resources (e.g. sickness and activity-based costing data) and results (PPAF and neighbourhood reassurance surveys).
- Integrated performance and planning processes feature strong links between performance management, the strategic assessment, the control strategy and development of the local policing plan.
- There are effective systems for formally recognising high achievement and sharing good practice. They are given a high profile during force performance meetings.

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- Activity analysis and activity-based costing are integrated into the force's stream of performance information, including their use at the FPM. HR and finance and administration managers are included in both BCU and force performance meetings to ensure that resource use is regularly scrutinised alongside other areas of performance.
- The force has continued with best value reviews. The review programme was agreed by the police authority in April 2005 and subjected to process scrutiny in November 2005. A new dynamic 90-day process has been devised and the authority and force are both committed to making it a key element of continuous organisational improvement.
- The authority exercises effective performance oversight through its planning and performance steering group. Members and all force senior leaders also receive a comprehensive, monthly, strategic performance information pack.
- The FPM process is used to test inter-team support, with chief officers accompanied at departmental meetings by a BCU 'customer'. Examples include examinations of resource allocation decisions within BCUs, and the use of the force's surveillance capability to support volume crime investigation.
- There is a clear link between the objectives contained within the force's policing plan and local objective setting within the PDR process. The new force online PDR system will not allow objectives to be created without selecting one of the mandatory areas.
- In April 2005 the Learning the Lessons forum was created. It is chaired by the DCC and has wide cross-business membership; the forum meets five times a year to examine any issues that have emerged that may require changes to force policy or practice.

Work in Progress

- As with most police forces, data relating to front-line performance is held in a range of systems, with the crime system in particular on the verge of being replaced with a modern, more capable system. To overcome this, a data warehouse and business objects have been developed to integrate source systems and to automate delivery of enhanced performance information. Much has already been achieved and, as technical development continues, the range and quality of performance information should improve further.
- The force recognises that further work can be done to improve continuous learning and the two force suggestion schemes, Making a Difference and Bureaucracy Busters. Options being considered include implementing a new combined scheme to reduce bureaucracy, developing an improved intranet organisational learning system, and developing communications and marketing strategies.

Areas for Improvement

- The force recognises that it needs to develop its ability to provide information relating to daily team and individual levels of performance. BCUs already produce monthly data; automated daily information is close to being delivered.

Appendix 1: Glossary of Terms and Abbreviations

A

ABC	Acceptable Behaviour Contract
ACC	assistant chief constable
ACPO	Association of Chief Police Officers
AMEC	Alcohol Misuse Enforcement Campaign
ANPR	automatic number plate recognition
ARV	armed response vehicle
ASB	anti-social behaviour
ASBO	Anti-Social Behaviour Order
AVU	anti-victimisation units

B

BCS	British Crime Survey
BCU	basic command unit
BME	black and minority ethnic
BPA	Black Police Association

C

C&E	confidence and equality
CADDIE	Crime and Disorder Data Information Exchange
CBRN	chemical, biological, radiological and nuclear
CCTV	closed circuit television
CDRP	crime and disorder reduction partnership
CID	criminal investigation department

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CIPFA	Chartered Institute of Public Finance and Accountancy
CJD	criminal justice department
CJU	criminal justice unit
CPS	Crown Prosecution Service
CRB	crime recording bureau
CRFP	Council for the Registration of Forensic Practitioners
CRIA	crime report investigative assistant
CRIB	crime recording and investigation bureau
CTP	costed training plan

D

DCC	deputy chief constable
DNA	deoxyribonucleic acid
DV	domestic violence

E

EFQM	European Foundation for Quality Management
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F

FCC	force communications centre
FIB	force intelligence bureau
FIU	financial investigation unit
FPM	force performance meeting

H

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H&S	health and safety
HMI	Her Majesty's inspector
HMIC	Her Majesty's Inspectorate of Constabulary
HOCR	Home Office Counting Rules
HQ	headquarters
HR	human resource(s)
I	
IAG	independent advisory group
IBS	integrated business systems
ICTM	information and communications technology management
liP	Investors in People
INI	IMPACT nominal index
IS	information systems
ISFAB	information systems, finance and administration board
IT	information technology
ITIL	IT infrastructure library
J	
JAG	joint agency group
L	
LAT	local action team
LCJB	local criminal justice board
LGBT	lesbian, gay, bisexual and transgender

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M

MAPPA	multi-agency public protection arrangements
MCB	major crime branch
MIRSAP	major incident room standardised administrative procedures
MOPI	management of police information
MPS	Metropolitan Police Service
MSF	most similar force(s)

N

NCM	national costing model
NCPE	National Centre for Policing Excellence
NCRS	National Crime Recording Standard
NIM	National Intelligence Model
NHPT	neighbourhood policing team
NSIR	National Standards for Incident Reporting
NST	neighbourhood specialist team
NWNJ	No Witness, No Justice

O

OD	operations department
OIB	operations and intelligence branch

P

PCC	police contact centre
PCSO	police community support officer

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PDR	personal development review
PFI	private finance initiative
PIP	professionalising the investigative process
PND	penalty notice for disorder
POCA	Proceeds of Crime Act 2004
PPAF	policing performance assessment framework
PPO	prolific and priority offender
PRINCE2	Projects in Controlled Environments 2 (project management methodology)
PSU	police standards unit
PURE	police use of resources evaluation

Q

QFI	quality focused investigation (standards)
QoS	quality of service commitment

R

RES	race equality scheme
RPD	roads policing department

S

SAP	the company that created ISIS software
SARA	scanning, analysis, response, assessment
SIB	special investigations branch
SIO	senior investigating officer
SIU	specialist investigation unit
SMART	Specific, Measurable, Achievable, Realistic, Timely

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SMT	senior management team
SOCA	Serious Organised Crime Agency
SSB	scientific support branch
SWIM	Scientific Support Work Improvement

T

TAP	training approval process
T&CG	tasking and co-ordination group
TNA	training needs analysis
TPE/W	territorial policing East/West
TSU	technical support unit
TTCG	tactical tasking and co-ordination group

Y

YOT	youth offending team
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