Her Majesty's Inspectorate of Constabulary

Baseline Assessment
Thames Valley Police

October 2005

Contents

Introduction to Baseline Assessment

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

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

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

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

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

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

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

and Fairness and Equality, where information on stop and search activity is not available. In these cases, the most up-to-date information available is used.

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

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

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

The Future Development and Application of Baseline Assessment

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

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

Conclusion

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

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

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

Baseline Assessment 2005 Frameworks			
1 Citizen Focus (PPAF domain A)			
1A Fairness and Equality • Equality of service delivery • Community cohesion • Engaging with minority groups	**1B Neighbourhood Policing and Community Engagement** • Effective mechanisms for obtaining community views • Responding to local priorities • Effective interventions and problem solving with partners and communities • Community involvement with police	**1C Customer Service and Accessibility** • Quality of service to victims and witnesses • Customer care • Responding to customer needs • Accessibility of policing services	**1D Professional Standards** • Investigation of public complaints • Improving professional standards • Combating corruption and promoting ethical behaviour • Reducing complaints and learning lessons
2 Reducing Crime (PPAF domain 1)			
2A Reducing Hate Crime and Crimes against Vulnerable Victims • Partnerships on child protection, reducing race crime, domestic violence (DV) and homophobic crime • Performance in reducing these crimes • Multi-agency police protection arrangements (MAPPA) and sex offenders	**2B Volume Crime Reduction** • Crime strategy • Performance in reducing volume crime • Problem solving • National Crime Recording Standard (NCRS) compliance	**2C Working with Partners to Reduce Crime** • Basic command unit (BCU) support for crime and disorder reduction partnerships (CDRPs) • Drugs prevention/harm reduction • CDRP crime reduction performance	
3 Investigating Crime (PPAF domain 2)			
3A Investigating Major and Serious Crime • Detection rates for murder, rape and other serious crime • Integration with overall crime strategy • Compliance with Association of Chief Police Officers (ACPO) murder manual • Early identification of critical incidents that may escalate into major inquiries	**3B Tackling Level 2 Criminality** • Crime that crosses BCU and/or force boundaries • Support for regional intelligence and operations • Asset recovery (Proceeds of Crime Act (POCA)) • Effective targeted operations • Quality packages to National Criminal Intelligence Service (NCIS)	**3C Investigating Hate Crime and Crimes against Vulnerable Victims** • Investigation/detection of child abuse, race crime, DV and homophobic crime • Integration with overall crime strategy • Joint training (eg with social workers) and investigation	
3D Volume Crime Investigation • Crime strategy • Crime recording • Investigative skills, eg interviewing • Automatic number plate recognition (ANPR) • Detection performance	**3E Forensic Management** • Specialist scientific support • Use of National Automated Fingerprint Identification System (NAFIS), DNA, etc • Integrated management of processes • Performance in forensic identification and detection	**3F Criminal Justice Processes** • Quality and timeliness of case files • Custody management/prisoner handling • Youth justice • Police National Computer (PNC) compliance	

4 Promoting Safety (PPAF domain 3)		
4A Reassurance • Operational activity to reassure communities • Use of media to market success • Uniformed patrol and visibility • Extended police family • Performance in reducing fear of crime	**4B Reducing Anti-Social Behaviour (ASB) and Promoting Public Safety** • Non-crime activities of CDRPs and other partnerships • Use of ASB legislation, tools, etc • Road safety partnerships • Emergency planning	
5 Providing Assistance (PPAF domain 4)		
5A Call Management • 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** • Management of central operational support • Police use of firearms • Capability for policing major events/incidents	**5C Roads Policing** • Effectiveness of arrangements for roads policing • Integration/support for other operational activity
6 Resource Use (PPAF domain B)		
6A Human Resource (HR) Management • HR strategy and costed plan • Key HR issues not covered in 6B or 6C • Health and safety • Performance in key HR indicators	**6B Training and Development** • Costed training strategy and delivery plan • Key training and development issues	**6C Race and Diversity** • Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability • Performance in meeting key targets
6D Resource Management • Resource availability • Effective use of resources to support front-line activity • Devolved budgets • Finance, estates, procurement and fleet management functions	**6E Science and Technology Management** • 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)** • 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 • Extent to which the chief officer team is visible and dynamic, sets and upholds a vision, values and standards, promotes a learning culture, and sustains a well-motivated workforce • Effectiveness of succession planning • Promotion of corporacy	**7B Strategic Management** • Integrated strategic planning framework • External communication/ consultation • Relationship with local police authority (PA) • Police reform implementation • Internal communication/ consultation • Programme and project management • Management of reputation/ public expectations	**7C Performance Management and Continuous Improvement** • 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

Thames Valley Police is the largest non-metropolitan police force in the country, covering 2,200 square miles and 196 miles of motorway and serving a population of 2.1 million, with over 6 million visitors annually. It covers 16 crime and disorder reduction partnerships (CDRPs) within the areas of two county councils (Oxfordshire and Buckinghamshire) and three unitary authorities. It has five basic command units (BCUs), reduced from ten in the past year as part of a major restructuring entitled 'challenge and change'.

The local economy is prosperous, with low unemployment and above-average earnings, although the overall position hides pockets of deprivation. Steady continued economic growth is predicted. In terms of demography, the Thames Valley area is experiencing continued population growth, most notably at Milton Keynes. Some 6% of the population in Thames Valley are from ethnic minorities with a much higher proportion in the south east of the force area.

The chief officer team comprises the Chief Constable, Deputy Chief Constable (DCC), Assistant Chief Constable (ACC) (local policing), ACC (specialist operations), ACC (operational support) and the Director of Resources. The Chief Constable, Peter Neyroud, has been in post since February 2002, while the DCC has been in post since August 2003, an internal appointment. The police authority and the Chief Constable's management team have a very good working relationship.

In terms of resources, the net revenue expenditure for 2004/05 was £311 million. The service cost per police officer in Thames Valley (£83,600) was just below the average in the most similar forces (MSF) group. Police officer strength has been comparatively low but the past year has seen good recruitment and in March 2005 there were 4,117 police officers (full-time equivalent), 2,701 police staff, 350 special constables and 110 police community support officers (PCSOs), assisted by some 370 volunteers.

The high cost of living means it is difficult to retain experienced staff, who can earn the same in other parts of the country where living costs are much lower. A local reform of police staff pay and rewards has helped retain and attract staff, and schemes to help key workers with housing costs are impacting positively on retention. An ambitious and innovative programme has resulted in the growth in police staff posts and redeployment of 400 officers to operational duties, and has helped to manage the increasing demands placed upon the force. The workforce is keen and enthusiastic but young and inexperienced, so investment in training and development is a major resource commitment.

The past year has seen significant improvements in call-handling following the establishment of two police enquiry centres and two control rooms, where there is a strong customer focus and excellent staff development. The Chief Constable has built on the excellent reputation for partnership working, developing strong and effective relationships between the force, the police authority, local authorities and criminal justice partners.

 The service improvement strategy, comprising seven programmes, continues: four are aimed at delivering improved service to the public, supported by three enabling programmes (information and communications technology (ICT), people and estates). Running in parallel has been major structural change. Entitled 'challenge and change', this programme has taken energy and effort but the principles behind the change are well understood and supported both internally and externally. The five BCUs are now established, comprising 16 local policing areas coterminous with local authority and CDRP boundaries, and are headed by either a superintendent or a chief inspector. The new structure has been accompanied by innovative corporate governance arrangements that are already strengthening community engagement and police accountability. It also provides a firm foundation upon which to build the new neighbourhood policing model. Aligning HQ support and operational departments to

the needs of the BCUs, while also developing force capacity as a strategic force, is the next step. As with any major change, effective communication will be key to achieving the required results.

Halfway through the year, an increasing focus nationally on sanction detections showed Thames Valley to have comparatively poor clear-up rates. A recovery plan was instigated and the force put on 'critical incident' footing. Weekly 'gold' meetings drove the delivery of a sanction detection plan, helped by an increasingly hard-edged performance regime. Processes and structures for crime management and investigation continued to be modernised and the whole workforce was galvanised into improving performance. Between April and November 2004, the average number of sanction detections per week was less than 670; between November and the following March it was over 1,350, a most impressive turnaround.

The force has well-established strategic management arrangements and, through environmental scanning, risk assessment and the best value process, has identified some important areas of business that needed improving. Having proved the ability to intervene in a key operational activity and transform performance through effective crisis management, the priority now must be to ensure that adverse performance trends do not deteriorate to the point where urgent action is necessary.

The force is working towards being more resilient across a range of business activities. It is establishing public protection units (PPUs) on each BCU to ensure it responds effectively to the legislation and codes of practice around dealing with crimes against vulnerable persons, anticipates being National Intelligence Model (NIM) 2 compliant by November 2005 and is improving skills levels, accreditation, and availability of staff to handle any major incident or inquiry. It is developing processes to ensure that crime is properly investigated and setting up new neighbourhood policing teams. Much of this work requires additional resources and difficult decisions will have to be made about priorities.

The past year has been a very busy one with the force well tested in respect of critical incidents and crime during a period of major organisational change. It has coped well, helped by strong leadership. The changes under way provide the foundations for sustained progress, and trends by the end of 2004/05 make it likely that HMIC's assessment for 2005/06 will be able to report upon and reflect continued performance improvement.

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

1   Citizen Focus

The force is well positioned to embrace the government's citizen focus agenda and continues to work hard to develop and maintain effective relationships with the diverse communities within the Thames Valley. A more co-ordinated strategic approach to ensuring fairness and equality in service delivery will further enhance the force's effectiveness.

It has completed the first stages of a major organisational review called 'challenge and change', aimed at delivering neighbourhood policing and building on partnership arrangements. There are now 16 local policing areas in five BCUs coterminous with local authority boundaries. Cultural change is now required to ensure proactive community problem-solving is viewed as equally important as response policing. There is scope to provide increased resources for neighbourhood policing by recruiting more PCSOs and using other elements of the 'extended police family'.

Development of police enquiry centres has improved customer service and accessibility, and there is a well-resourced professional standards department which has a good reputation among its peers, helping to promote high professional standards. Customer satisfaction rates, however, remained below MSF averages in 2004/05.

1A   Fairness and Equality

Fair

Strengths

- Effective leadership is demonstrated by the command team. The Chief Constable chairs the diversity group and the force independent advisory group (IAG), the ACC (local policing) champions diversity issues and the director of resources leads on human resource (HR) issues. Following the enquiry by the Commission for Racial Equality (CRE) into the findings of the BBC's *Secret Policeman* programme, the Chief Constable immediately commissioned an independent health check by external consultants which highlighted a number of strengths and prompted a six-point action plan to address areas for improvement.

- Well-established structures contributing to fairness and equality in service delivery include:

  - an overarching equalities and fairness board, which drives the strategic agenda;
  - a number of active IAGs who provide support and scrutiny at local level, consistency being helped by an IAG policy;
  - a diversity action group (which will become the equality and diversity progress group) which has a key role in actioning and monitoring progress on fairness and equality issues.

- Following comment made by the CRE about non-compliance in some elements of the race equality scheme (RES), it has been overhauled following extensive consultation and an action plan with milestones and owners for each action developed. It is now a more dynamic document, subject to regular, thorough scrutiny.

- At the tactical level, community and race relations officers (CARROs) based at BCUs have acquired a reputation for undertaking effective consultation in their communities and have developed a range of skills and experience in handling

fairness and equality issues (but see Areas for Improvement (AFIs)).

- Particularly valued is their contribution to monthly community tension and impact assessments which help inform senior management of community tensions and risk areas. A good operational example was in the aftermath of a fatal rail crash. BCU and HQ personnel provided support to help manage the effect of the incident on the community and this was well received by the local authority and local people. The community impact assessment was of valuable assistance to both Gold and Silver Commanders, helping the decision-making process.

- The Thames Valley approach to impact assessment is considered good practice by the CRE. Positive aspects include:

  - senior level support for the need for all policy writers to consult and assess the impact of proposed policies;
  - prescriptive guidance on presenting assessments;
  - innovative consultation agreements with race equality councils (RECs) to help the force assess the impact of their policies; and
  - central quality assurance through the policy management unit, and training on impact assessment and consultation for policy writers.

- A memorandum of understanding with the eight RECs sets out how, in return for financial assistance, they will attend a minimum number of meetings and undertake race equality reviews of policies and functions. REC directors participate in local policing boards and have the opportunity to influence decision-making, advise on policies and comment on the handling of incidents. Racial incident response panels set up locally are serviced by CARROs. Representatives from RECs attend these useful forums for discussing racial tensions and reduction strategies.

- A comprehensive traveller management policy outlines how the force will work with partners to manage unauthorised encampments. Traveller management units aim to eliminate discrimination but also tackle the anti-social behaviour and disruption to the community that unauthorised sites can cause. Improvement in traveller behaviour in terms of reduced anti-social behaviour and a reduction in traveller-related complaints has been attributed to:

  - a multi-agency team that helps traveller management units influence local authority services;
  - agencies that have become more aware of their responsibilities; and
  - a traveller liaison officer who provides a single co-ordinating role for the traveller service that is recognised by agencies and travellers.

- Operation Comfort, a serial of volunteer black and minority ethnic (BME) officers, demonstrates good use of community intelligence and the skills and knowledge of staff to deal with sensitive policing operations. Tasked through NIM, the serial has provided a reassuring police presence in multi-ethnic areas and valuable advice and guidance to those in command. Members have good knowledge and understanding of a range of languages and cultures. It has provided effective and co-ordinated community policing at events such as the Sikh Vaisakhi festival and during joint operations with the Immigration Service.

- The force is widening its focus from race to the other diversity streams. There are examples of good practice in respect of anti-homophobic activity, provision for those

with learning disabilities, and services for less-able people, and this good practice needs to be more widely disseminated. For example, probationers at one BCU now visit a local day-centre for those with learning difficulties as part of their training. force policies are all checked to ensure they do not have any racial bias and are now being 'proofed' against the other five aspects of diversity.

- Widespread use of the discussion forum on the intranet has generated much debate about the new stop and account policy. This forum helps ensure policy holders are held to account and gives senior managers useful feedback on how sensitive policies are being implemented.

- In satisfaction surveys, the percentage of users from visible minorities who express satisfaction with the service provided is in line with national averages and there is little disparity in satisfaction rates between white users and those from BME groups.

- There are a number of areas for improvement listed below but these reflect two things – the levels of self-awareness of staff as to what needs to improve to ensure an excellent service to all and the enormous commitment to improving upon and spreading the good practice that already exists.

Areas for Improvement

- A number of different departments and chief officers have responsibility for diversity issues. HR covers internal issues and takes the lead on the Disability Discrimination Act (DDA) while local policing is responsible for external service delivery. This can lead to the impression of staff working in silos. A more co-ordinated strategic approach to diversity, through the establishment of an adequately resourced diversity unit providing a single point of reference, is being progressed to ensure a fairer and more equitable service to all.

- The force has worked hard to achieve fairness and equality in respect of race issues. It is now working to embrace all six strands of diversity and mainstream them through the organisation by spreading the good practice that is apparent. For example, access for less-able persons is improving but there is scope for improved service delivery to those with hearing difficulties and the visually impaired across all BCUs.

- Chief officers acknowledge that the diversity strategy needs reviewing and eagerly await the Association of Chief Police Officers (ACPO) diversity policy. In the interim, an internal review could lead to a more cohesive approach to diversity management, a clear vision for staff and better use of the expertise at both HQ and on BCUs.

- To progress and mainstream issues of fairness and equality, a diversity strategy day was held and an action plan with target dates and measurable actions is being implemented. Areas for improvement include greater use of positive action, establishing a communications strategy for diversity, the need for consistent and comprehensive collection of data, improving training on hate crime and better targeting of that training.

- The contribution that CARROs can make is appreciated externally and internally and there has been an increasing demand for community impact assessments, requests for advice, etc. Workloads need to be managed carefully, perhaps by skilling up others to complete community impact assessments, and ways explored

to reward them and provide them with suitable career development opportunities.

- Commitment and clear strategies in respect of fairness and equality issues are apparent but outcomes are mixed. For example, there is a comparatively low detection rate for racially and religiously aggravated offences (see 3C). A great deal of feedback and management information is collected from public attitude surveys, complaints and from IAGs. There is scope for greater dissemination and use of this data to improve service delivery.

- Performance measures for assessing the success of the RES need to be agreed and performance monitored against them. A process for checking policy implementation at local level and levels of local awareness also needs to be developed within the proposals for BCU inspection.

1B Neighbourhood Policing and Community Engagement

Fair	Improved

Strengths

- One of the six corporate strategic objectives is to 'conduct our policing in a neighbourhood style'. A comprehensive programme of linked projects has been established to build on a solid foundation to bring this about.

- In most areas there is a good record of consulting local communities, identifying joint priorities and engaging in joint problem solving. Most local authorities speak highly of the police role in these processes.

- Participation in the national reassurance project through two pilot sites provides a good foundation for developing a new neighbourhood policing model. A well-managed project, with close involvement of external partners and good linkage to other related workstreams, is building upon lessons learnt from the national reassurance pilot studies to establish and then roll out the new model by April 2008. Five neighbourhood policing pathfinder sites were launched in April 2005.

- The 16 local area policing boards are providing an increasingly effective means by which community representatives can contribute to local policing strategic decision making. They also provide excellent opportunities for partner agencies to be involved in monitoring the development of neighbourhood policing and to advise area commanders on ways of matching local policing delivery to community needs and expectations.

- Good progress has been made in involving partner agencies in tasking and co-ordinating processes at BCU level. Community safety supervisors and anti-social behaviour coordinators attend level 1 tactical tasking and coordinating groups (TTCGs) and there are many good examples of problem profiles on sector crime and disorder issues being adopted and actioned successfully.

- An innovative volunteers' programme is a key part of a wide-ranging approach to developing the 'extended police family'. Nearly 400 volunteers assist the police in a variety of roles and there is a target to involve 1,000 volunteers by 2010. Close links have been established with 15 local warden schemes employing over 60 neighbourhood wardens.

- With the help of Home Office funding, recruitment and training of special constables has improved significantly – total numbers increased from 332 to over 350 in 2004/05. Their deployment is now an important part of the neighbourhood policing project.

- In 2004/05, the proportion of respondents in the British Crime Survey thinking that their local police do a good or an excellent job was above the MSF average and third highest in the group.

Areas for Improvement

- Although most partner agencies speak highly of police commitment to local policing, the infrastructure at BCU/local police area (LPA) level still varies considerably. For example, the role of neighbourhood officers and a consistent approach to

minimising abstractions had not been established at the time of this assessment. Understandably, the neighbourhood policing project aims to build upon evaluation of pilot sites rather than rushing through poorly researched proposals.

- While some areas make good use of the SARA (scanning, analysis, response, assessment) problem-solving model, it has not yet been incorporated into mainstream policing.

- As neighbourhood policing is developed, it will be necessary to reverse the prevailing culture in rural policing teams, whereby they regard response policing as the primary role, ahead of proactive community problem solving.

- While there are many good examples of using the media to support local policing strategies and initiatives, the external communication strategy is being rewritten to support the new force structure and the development of neighbourhood policing. The need to move beyond reliance on traditional media and to communicate directly with communities has been recognised.

- The total number of PCSOs, 110 by 31 March 2005, was comparatively low for a force of this size, although another 40 posts are planned for 2005/06 through matched police/external funding. While there are some examples of funding by other agencies, eg for a university and a motorway service area, there is some reluctance to expand numbers given uncertainty about future funding. This will be a constraint on building some of the new neighbourhood policing teams. Although research has been undertaken, there are no firm plans as yet for a community accreditation scheme. It is accepted, however, that effective community warden schemes in some communities are a viable alternative.

1C Customer Service and Accessibility

Fair	Stable

Strengths

- One of the six corporate strategic objectives focuses on meeting the needs of citizens and provides a clear vision for the future and objectives that will enable that vision to be realised.

- Enhancements in call management, especially development of the police enquiry centres over the past three years, have significantly improved customer service and accessibility. More recently, the introduction of service delivery units has made the response to non-urgent incidents much more effective (see 5A).

- A quality of service unit has been established to co-ordinate effective responses to customer complaints that do not amount to formal 'complaints against police'. Although still being developed, good progress has been made towards ensuring that individual complaints are dealt with promptly, the pattern and profile of such complaints is analysed, and that the lessons learnt are used to improve training, policies and procedures.

- A comprehensive plan has been drawn up to implement the quality of service commitment by November 2006. Each action has a completion date and a named chief officer lead.

- The force website provides easy access to a wide range of information with many examples of innovative design to increase accessibility.

Areas for Improvement

- One of the six corporate strategic objectives focuses on meeting the needs of citizens. Improving customer satisfaction and public confidence in the police is not, however, included specifically in the main force targets. Doing so would encourage mainstreaming of quality issues in core performance management processes and a more systematic approach to identifying and rectifying the causes of customer dissatisfaction.

- Although good use has been made of mobile police stations to increase accessibility in North Oxfordshire and West Berkshire, a corporate approach is needed to ensure all areas make consistent use of this facility.

- In addition to the national customer surveys, a major annual public attitude survey is conducted with the results broken down to CDRP level and good use has been made of tailored surveys to inform specific projects. There is scope, however, for better analysis to identify areas with scope for improvement. The results of such analysis should be combined with information from other sources to create action plans to rectify the causes of dissatisfaction.

- The quality of service commitment impact assessment and implementation plan identifies several gaps and sets out how improvements will be made. They include a systematic approach to keeping victims and witnesses informed of progress and more consistency in providing timely information to victim support schemes.

- In 2003/04 customer satisfaction surveys, rates in five of the seven categories were

below MSF averages. In 2004/05 a new methodology was applied nationally. The new results show satisfaction rates to be below MSF averages in all five categories (see Appendix 1, 1C), in two cases well below. Action taken in the past year and that currently being taken to deliver the quality of service commitment is likely to result in improvement, provided the whole workforce can be engaged in the goal of meeting customer needs and expectations.

1D   Professional Standards

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

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

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

2   Reducing Crime

The force has met all the crime reduction targets set in the annual policing plan but the level of reported crime in the Thames Valley remains high when compared with the MSF group. CDRPs and the force are working together, after some negotiation, to achieve the challenging crime reduction targets set by GOSE for 2005/06.

There is a well-established community relations structure based around force and BCU CARROs helping to combat hate crime. The force exploits NIM to tackle this type of crime and more confidence in reporting is apparent.

Thames Valley Police has worked hard in 2004/05 to establish a more professional approach to the issue of domestic violence, introducing a risk-assessed and risk-managed partnership approach which will be adopted force-wide. It will be enhanced by the proposals to establish public protection units at all BCUs.

Already effective partnership working should be helped further by the alignment of BCU and LPA boundaries to CDRPs.

2A   Reducing Hate Crime and Crimes against Vulnerable Victims

Fair	Stable

Strengths

- There is a proactive chief officer lead on hate and related crime with the Chief Constable having specific objectives in his 2005/06 performance development review (PDR) to improve performance in this area.

- There has been an increase in recorded racially aggravated incidents and homophobic crime that suggests initiatives to encourage reporting, eg third party reporting, are meeting with success and that victims now have more confidence in coming forward.

- The force makes full use of the ACPO hate crime manual. Officers attending racist incidents use a racist incident pack, a comprehensive guide to the investigation and support available to the victim. CARROs work closely with supervisors and crime management teams using an approach known as 'active investigation management' to oversee investigations. This is good practice.

- The CARROs meet regularly to exchange information, identify potential good practice and ensure that the force is live to the needs of service users and vulnerable victims. All have been trained on racially and religiously aggravated offences and on social housing law, helping them work more effectively in partnership to reduce racial crime.

- An informative document, *Community Awareness Training – Customs and Cultures*, provides a guide to assist all staff to handle hate crime sensitively. Close working with partners such as social housing departments is enabling the police to encourage use of the civil law in appropriate cases to deal with perpetrators of hate crime.

- All CDRPs have domestic violence as a priority in their strategies. The local criminal justice board (LCJB) also has this as a priority and a domestic violence sub-group

has been established. It has raised the profile of domestic violence issues and provided a platform for inter-agency co-operation, joint working and a more integrated approach.

- In 2004 the force embarked on a major project to enhance the way it handles domestic violence with full chief officer and police authority support. An interim policy was introduced which outlines the strategic approach and the key principles and provides an outline of the new intelligence-led positive intervention strategy. It is supported by guidance to officers on operational and tactical matters. Implementation has contributed to a significant rise in the use of powers of arrest, up from just over 30% to just over 50%, and a much greater awareness of how effective handling of domestic violence can reduce offending and save lives.

- There has been a successful pilot of a new integrated approach to domestic violence. Two sites, at Oxford and Slough, have adopted a risk assessed, risk management model. Strengths include a more corporate approach, lower repeat victimisation rates, and good practice being disseminated. Feedback from victims has praised the professionalism of staff. Where the risk is considered to lie with the offender, police will work with agencies such as the probation service; if the main risk is with the victim, social services and other victim-focused agencies can be engaged. These pilots are the precursor to similar units force-wide, aimed at achieving a proactive offender-focused yet victim-orientated approach**.**

- Following media coverage of some high-profile cases where police action in support of victims of domestic violence was called into question, an effective communication strategy for helping promote the improved approach to domestic violence is in place. Internally, the discussion forum on the force intranet has enabled informed debate about the approach now being adopted and provided useful feedback to senior management.

- Skills levels, supervision and structures for investigation of child abuse have been much improved. The force now needs to incorporate and implement the recommendations from the recent HMIC report on child safety into its action plans.

- There is an effective referral system for child abuse cases in line with recommendations from the Climbie report. Referrals are received in the police enquiry centre (PEC) and are recorded on the computerised crime recording system before being the subject of active investigation, helping to safeguard children more effectively.

Areas for improvement

- Hate crime now sits with the ACC (local policing) to ensure the broadest possible focus. There are pockets of good practice in hate crime investigation but no formal means of disseminating it and performance outcomes, ie detection rates, are comparatively poor. The need to improve all aspects of the handling of hate crime is recognised and it has been chosen as the 2005/06 best value review.

- An aim of the best value review is to draw on national and local good practice and implement a corporate model. To assist, a deputy force CARRO is now in place and a review of performance has been undertaken. Any new model should emphasise closely supervised case management and the intelligence-led approach, and generate increased understanding of what constitutes hate crime. It should also draw on the work under way to improve the volume crime sanction detection rate.

- The domestic violence project is a major piece of work and much has been achieved. The new policy has been in place for just over a year and there has been a significant increase in the use of powers of arrest and, of 20,000 cases dealt with, 3,000 have been gauged high risk. This project remains, however, work in progress. Yet to be completed is training and documentation to support the changes, establishing a corporate approach, monitoring compliance and evaluation.

- Units undertaking a risk-assessed and risk-managed approach to domestic violence now need to be established force-wide and staffed in line with workload. Standard operating procedures need to be fully implemented and inter-agency agreements established. Increasing conviction rates, improving recording practices and reducing repeat victimisation is the desired outcome.

- There are extensive plans to implement PPUs on BCUs, managing domestic violence, child abuse, and other crimes against vulnerable victims. The key to their success will be resourcing them with the right number of skilled personnel and providing good IT support. This is one of a number of areas competing for resources, creating some difficult decisions as to where priorities lie.

- Child protection will be devolved to the new PPUs but no date has yet been set – a gap analysis on the National Centre for Policing Excellence (NCPE) guidance is under way to assist the roll-out. To comply with recommendations from recent reports, the importance of not abstracting officers involved in child abuse is emphasised, as is the need for effective supervision and monitoring of compliance with policies and procedures.

- Increasingly coming to notice is the issue of forced marriages and there needs to be more consistency in the way the force handles this sensitive issue.

2B   Volume Crime Reduction

Fair	Improved

Strengths

- Over the past three years there has been a continuing and sustained reduction in crime. The 2004/05 annual policing plan set targets to reduce key crimes by 5% on the previous year. These targets were exceeded, burglary dwelling falling by 18%, robbery by 13.9% and vehicle crime by 12.5%. British Crime Survey (BCS) comparator crime during the same period fell by 8.7%.

- TVP was a 'gap' force, being required to achieve overall crime reductions to bring it within 10% of its MSF average. That gap was closed helped by strong chief officer commitment and an integrated crime programme headed up by a dedicated crime manager.

- The force was one of ten to participate in the government street crime initiative. Thames Valley achieved very positive results through this and the approaches adopted have been used to develop a strategic approach to crime making full use of NIM, forensic support and partnership working. A dedicated chief inspector leads on the street crime and the safer homes initiative, reflecting force commitment to reducing crime in partnership.

- Level 1 policing plans are linked to CDRP strategies which incorporate jointly-owned stretch targets, helping to bring in increased government funding and focus partners' efforts on reducing crime.

- An increasing performance focus, helped by the monthly performance meetings and, more recently, the Gold group weekly meetings, have helped make key managers more accountable and encouraged them to take greater ownership of local crime problems.

- Effective management of licensed premises and high visibility policing at key locations and times has helped reduce crime and disorder associated with 'binge drinking'. In support of the ACPO alcohol misuse enforcement campaign, the force has employed 11 new licensing officers to ensure compliance with the new licensing legislation and developed a definition and common understanding of the term 'alcohol related' crime which is being incorporated into the ACPO national licensing strategy.

- The independent audit of National Crime Recording Standard (NCRS) compliance in summer 2004 graded the force Amber overall but Green for data quality. Management arrangements for auditing prevented the award of an overall Green grade but improvements are in hand. There is a dedicated force operational audit team that supplements the work of the force crime registrar and an improving audit programme.

Areas for Improvement

- In spite of sustained reduction, because of reductions in other forces, total recorded crime per 1,000 population, at 97.2 crimes per year, remained above the MSF average in 2004/05, placing the force sixth of eight in the MSF group.

- For domestic burglary per 1,000 households, the force was seventh of eight in the

MSF group and, for vehicle crime, at 14.7 crimes per 1,000 population, the force was again seventh of eight in the MSF group.

- In 2004/05, the BCS indicated the risk of being a victim of household crime to have fallen and to be close to the MSF average. The risk of being a victim of personal crime, however, had risen and was above the MSF average (sixth of eight in the MSF group).

- There is an overall need to impact on current crime levels. Being effective in detecting crime can act as a deterrent – the extensive work under way to improve crime investigation and management will contribute to sustaining the current downward trend in key crimes. The methods used to achieve the impressive increases in sanction detection rates (see 3D) are now being used to drive crime reduction.

- Use of the SARA problem-solving model has yet to be incorporated fully into mainstream policing. The establishment of LPAs and neighbourhood policing provides an excellent opportunity to develop a more consistent approach.

- Violent crime is increasing and some of the increase is due to alcohol misuse. For the longer term, an alcohol-related crime strategy is being developed to address this issue. The Chief Constable is taking a robust approach on licensing law enforcement and in Oxfordshire the five local authorities are working with the force on developing long-term alcohol abuse reduction strategies. Other local authorities need to be encouraged to do the same.

2C   Working with Partners to Reduce Crime

Good	Stable

Strengths

- The police have played a key role in co-ordinating partnerships throughout Thames Valley, one of the underpinning principles of the recent force restructure being the promotion of effective partnerships: the Chief Constable personally leads at a strategic level by chairing the quarterly chief executives forum and the LCJB.

- The restructuring has provided a solid foundation upon which to build stronger partnerships. The five BCU commanders are all actively involved in local strategic partnerships. The 16 LPAs are now coterminous with the 16 CDRPs, which local area commanders either chair or act as deputy.

- The leaders of partner agencies speak highly of the police contribution at all levels, especially with regard to providing resources for CDRPs, drug action teams and youth offending teams (YOTs).

- A comprehensive best value review (BVR) of partnership working was undertaken in 2004. Helped by the close involvement of the external auditor and representatives from other agencies, it identified several important areas for improvement that are now being progressed through a detailed improvement plan.

- New corporate governance arrangements, including BCU committees and local area policing boards, provide new avenues through which partners can be involved in advising BCU and LPA commanders about their priorities and expectations and have already contributed to more effective partnerships.

- These arrangements also link to the performance group process (see 7C), enabling key partners to participate in holding police commanders to account for performance. Increasingly, this process also enables partnerships and individual external agencies to be held to account for the contribution they should be making to crime and disorder reduction.

- Most CDRPs have levels of recorded crime above the averages in their respective CDRP families. The 'good' grading for this section takes account of the impressive records of crime reduction in most areas, the amount of resources provided by police to partnerships and the quality of police involvement.

Areas for Improvement

- In recent years, the principle of devolvement has led to many different types of partnership working with little corporate guidance. The BVR provides a good opportunity to draw upon successful approaches and share good practice.

- The BVR grouped the areas for improvement under four headings:

  - Culture – providing clearer guidance and training to ensure that the various levels and types of partnerships link together effectively and that top level commitment to partnership working is reflected in more consistency and corporacy at the local level;
  - Performance management – striving to introduce more robust performance management and financial accountability into strategic partnerships to ensure

that full value is obtained for the investment in terms of funding and staff time;

- Partnership training – rectifying over-reliance on a small number of individuals by identifying and meeting training needs, especially at inspector and sergeant levels; and

- Information management – creating a corporate information strategy, ensuring that the good practice developed in some areas is spread throughout Thames Valley.

- Although there are many good examples of joint problem-solving, there is scope for a more structured approach to involving partners in tasking and co-ordinating processes, evaluating outcomes, and sharing good practice.

3   Investigating Crime

Thames Valley Police has a good track record of investigating major and serious crime. It has had successes in disrupting criminal networks, recovering stolen property and illicit goods and drugs, particularly during cross-border operations with other police forces and law enforcement agencies. There is commitment to investigating hate crime but a recognition that this is not an area of strength – hence a best value review is under way.

Efforts to improve performance on volume crime detection were significantly increased following poor comparative performance mid-2004, not helped by the introduction of the charging scheme. By putting the force on a 'critical incident' footing, improving processes, setting challenging targets and holding staff more to account, performance by year end had significantly improved, showing how well, when challenged, the force can deliver. These improvements now need to be sustained and migrated from critical incident management to making successful crime investigation business as usual.

The LCJB is driving improvements to criminal justice and the force is taking a national lead in a number of areas. It is hampered by lack of custody capacity and there is a need to streamline criminal justice processes in line with the demands of 'challenge and change', bring file preparation closer to the front-line and deliver efficiency savings.

Significant investment has been made into forensic science with sound strategies, structures and processes.

3A   Investigating Major Crime and Serious Crime   Good

Strengths

- ACC (specialist operations) provides strong leadership, ensuring major investigations are set up and resourced appropriately, and subjected to regular, thorough review. Standard operating procedures based on national guidance, covering all aspects of major crime investigation have been reviewed in the past two years.

- A dedicated major crime investigation unit was set up in 2002 with six teams each comprising a senior investigating officer (SIO) and six enquiry officers. Since then, abstractions of BCU staff have reduced by significantly more than the total resources invested in the central unit, suggesting greater efficiency from more specialised and better trained staff.

- There are five permanent major incident rooms, one on each of the new BCUs. A sensible pragmatic approach has been taken to staffing major enquiry teams following risk assessment of each case.

- Recent enhancements to the investigation of major crime include:

  - the creation of a dedicated review team that can focus on long-term undetected cases without interruption from new cases; and
  - appointment of a HOLMES (Home Office Large Major Enquiry System) manager to professionalise the management of technical and human resource issues in major investigation support.

- All SIOs are suitably accredited and benefit from professional development plans. A

systematic approach has been taken to identifying and meeting training needs, from critical incident training for senior managers and SIOs to forensic awareness training for operational officers delivered through the Streetcraft programme. A recently updated pocket book has been issued to all operational officers to help ensure necessary action is taken by first officers on scene.

- A force resilience panel chaired by ACC (ops support) has improved the process for predicting and filling skills gaps in specialist roles.

- There is a structured approach to improving skills and procedures, including themed quarterly training days and 'crime master classes' – to enable all detectives to learn lessons from investigations both within and outside TVP.

- CARROs complete community impact assessments on behalf of SIOs. There are several good recent examples of work with IAGs and other community representatives to generate support for investigations and allay community concerns.

- Performance information including major incident analysis, costs, abstractions, and enquiries from other forces is monitored regularly.

- The recent record on investigating major crime is excellent. All of the 18 murders investigated between April and December 2004 were detected.

Areas for Improvement

- The major crime investigation unit is relatively small given the size of the force and the number and type of homicides. The next phase of 'challenge and change' will examine capability and capacity as a strategic police force. Examination of major and serious crime investigation will provide a timely opportunity for review of the arrangements put in place in 2002.

- Some progress has been made on regional collaboration – eg, a memorandum of understanding for external reviews. As part of the 'challenge and change' process, efforts should be made to identify other specialist areas where, for example, a single force might take the lead role.

- A comprehensive and systematic approach to identifying and countering the risks of major and serious crime is not yet in place, although progress has been made through the risk assessment process being piloted by the public protection units on two BCUs (see 3C).

- An IT solution is still needed for the downloading of intelligence from HOLMES into the force intelligence system.

3B   Tackling Level 2 Criminality

Good

Strengths

- One of the six strategic objectives for 2005/08, to be ready and equipped to deal with major crime and critical incidents, includes actions and targets to increase criminal asset recovery, increase the detection rate for serious crime, and implement the recommendations of a BVR of security and counter-terrorism.

- During 2004/05 there were many successful operations leading to the arrest of leading criminals in organised networks and the disruption of their activities.

- Significant resources are deployed to the analysis of level 2 criminality: there is an effective surveillance capability, two proactive teams, a crime and drugs investigation unit and other specialist units. The force intelligence bureau (FIB) has three analysts who focus on providing the four key intelligence products as highlighted in NIM (strategic assessments, tactical assessments, and target and problem profiles). In addition, there are nine force intelligence analysts who analyse information in respect of complex level 2 operations and other major enquiries.

- Following benchmarking against level 2 capability in other forces, additional resources have been provided for key specialist units. There are now highly effective technical support, witness protection, undercover and economic crime units.

- There are close links with HM Revenue & Customs and the immigration and nationality department and other national agencies and there have been several successful operations aimed at drug trafficking and immigration crime. The joint intelligence unit liaises regularly with the FIB, which provides a single point of contact for immigration information and intelligence exchange at strategic and tactical levels.

- Good profiles have been developed on organised criminal networks and the force has a good record of providing comprehensive intelligence assessments and target, problem and market profiles to the National Crime Intelligence Service (NCIS).

- This assessment takes account of the fact that the force borders nine others within three regions. These regions often have different strategic priorities that can dilute Thames Valley's efforts. Strategic assessments have recognised this issue, however, and the force has a good reputation for responding positively to regional and bilateral initiatives when intelligence assessments and potential outcomes justify joint action.

Areas for Improvement

- In spite of increases, there are not sufficient resources dedicated to serious, organised and cross border crime to meet current and projected demands and comparatively fewer than in other forces in the region. In order to extend capacity to take on a higher proportion of potential level 2 operations, a business case has been prepared for additional resources to enable the surveillance teams to operate more flexibly.

- In 2004/05 the number of criminal asset confiscation and forfeiture orders, and the total value of such orders, fell compared with the previous year, and overall asset recovery was below the level that would be expected in a force of this size. The benefits of restructuring and increasing the capability of the economic crime unit in 2004 should be realised this year. It is important that action being taken to increase financial investigation capability at BCU level is sustained and that BCUs are held to account for performance.

- As in most forces, further development of performance measurement is required, including the use of measures that indicate the harm to communities caused by serious and organised crime.

- Force IT systems still do not provide the sort of integration needed to support fully effective research and analysis. Interoperability with neighbouring forces is not possible. Some standalone databases on BCUs for secure intelligence mean that the FIB cannot readily access all intelligence.

- The number of offences of trafficking in controlled drugs per 1,000 population fell slightly in 2004/05 and is just below the MSF average.

3C   Investigating Hate Crime and Crimes against Vulnerable Victims

Fair	Improved

Strengths

- The high level commitment to safeguarding the public by catching and convicting serious predatory offenders using a multi-agency approach is reflected in the 2005/06 strategic plan. A programme of work commenced in 2004/05 to achieve this is well advanced. Proposals for establishing PPUs will shortly be implemented, and preparation for compliance with NCPE guidance on child abuse and similar issues is progressing well, as are plans for improving information management as required by the Bichard recommendations.

- Two pilot schemes for managing domestic violence using a risk assessed and risk managed approach at Oxford and Slough have proved effective. The schemes have wide ranging and clearly articulated objectives – to reduce the risk to victims of domestic violence, improve the service to them by improving investigations, reduce repeat victimisation and work closely with partner agencies. The recent BCU inspection at Oxford found the staff working on the unit highly committed and very customer focused. They are providing additional weekend cover, effective case management and proactive offender management in partnership with other agencies. They are integrated into daily tasking and briefing processes.

- Alongside the improvement of investigation processes and structures, a concerted effort is being made to change the way officers deal with domestic violence. The message that domestic violence is a serious crime has been reinforced by the introduction of a positive arrest policy and improved data collection. Use of powers of arrest at domestic violence incidents has increased from 30% to just over 50%, well above the MSF average, with corresponding improvement in sanction detection rates, from 24% to 35%. Repeat domestic violence, although with a slight increase in 2004/05, is at the lowest rate in the MSF group.

- Reports of child abuse come directly to the police enquiry centres where special arrangements have been made to ensure that they are actioned promptly. This is now a 24-hour service and, together with improved response, active investigation and full engagement with partner agencies, it provides a more robust and comprehensive way of helping to safeguard children.

- The Chief Constable and his management team are committed to tackling hate crime, demonstrated by the establishment of the diversity board and its supporting structures, such as the Chief Constable's weekly operational review and the diversity action group, which provide a clear focus for tackling hate crime.

- Thames Valley Police uses its intelligence-led policing model to target those engaged in racist or homophobic behaviour or crime. Procedures are based on the ACPO hate crime manual and officers attending racist incidents make use of a racist incident pack, a comprehensive guide to the investigation and support available to the victim.

- CARROs work closely with supervisors and crime management teams to ensure active investigation management. This is good practice. Some divisions such as Slough have a dedicated hate crime unit which has established a good reputation.
- There is extensive external scrutiny through use of IAGs helping to quality assure

hate crime investigation.

- There is good support for vulnerable and intimidated witnesses, most notably though the intermediaries pilot, a joint project with the Crown Prosecution Service (CPS).

Areas for Improvement

- In 2004/05 the detection rate for racially and religiously aggravated crime fell to 28.3%. This is well below the MSF average of 41%, the lowest rate in the MSF group and in the fourth quartile nationally.

- While the force is confident that it is now recording more crime of this type, it acknowledges the need to improve crime investigation and management of hate crime and has selected the topic for its best value review for 2005/06. This will build on the initial findings of an internal inspection conducted in January 2005.

- Processes for crime investigation and management of hate crime have been inconsistent across the force. Areas for improvement include:

  - clearly defining hate crime and ensuring universal understanding of the definition;
  - improved collation of management information;
  - ensuring adherence to the recently introduced standard operating procedure (SOP); and
  - encouraging more intrusive supervision – some crime managers are very proactive in this area, others need to become more 'hands on'.

- The CARROs play a key role in overseeing hate crime investigation – the force was three under establishment in January 2005 and ways need to be explored to improve career structures and ensure they have adequate management support.

- IAGs have a key role to play in overseeing hate crime investigation. They are being established at force level and are being formalised at BCU level. Some IAGs function better than others and are managed better. An IAG policy needs finalising to ensure consistency across the force, good practice is promulgated and feedback is provided to IAGs where appropriate so that decision making can be more transparent.

- The success of the pilot schemes in risk managing and risk assessing domestic violence in partnership needs to be replicated elsewhere. Properly resourced units with trained personnel need to be established on all BCUs and successfully integrated into the proposed PPUs.

- The force is undertaking major change in the way it is managing this type of crime investigation. Concern was expressed in some quarters over the service to victims of adult sexual abuse with the focus of the specialist unit now being confined to child victims.

3D   Volume Crime Investigation

Fair	Improved

Strengths

- There has been clear direction from the command team about the need to improve performance on crime detection. A weekly gold group has served to hold to account crime managers/BCU commanders for performance improvement. It has also enabled the speedy removal of blockages to improvement and, through effective implementation of a sanctions detections plan, has brought about an unprecedented improvement in the sanction detection rate. A rolling annual rate of 16.6% in November 2004 had risen to over 20% by March 2005. While outside the period of this assessment, in June 2005 the monthly detection rate was close to 30%. This is an impressive turnaround and reflects the commitment, skill and sheer hard work of all concerned.

- Much effort has gone into improving crime investigation processes, structures and management. Active investigation management of crime is now standard practice, a Streetcraft training module which tackles crime investigation has been delivered to staff and the instruction for everyone to have an objective supporting crime detection has helped to focus individual activity. The appointment of a sanctions detection superintendent has provided a consultancy service to BCUs to help improve crime management and spread good practice.

- Better use of technology is also helping. In October 2004 the investigation management module became active on the CEDAR crime system. This follows its use in managing child abuse investigations where it proved very helpful. It is now used across the force to maintain the record of investigation. It has encouraged consistency and facilitated audit to ensure standards are being maintained. Some officers await training and it is seen as time-consuming to return to stations to update records – but results on detections have shown its worth.

- There is good collaboration between the police and agencies to deal with prolific and priority offenders by a mix of support for offenders but also enforcement and intervention where necessary. Early indications from a project in Oxford are that this approach is successfully addressing offending rates of the individuals the team is working with. Similar schemes are being rolled out across the county.

- An examination of detections procedures completed by HMIC in August 2004 found a number of strengths including:

  - an experienced and well-resourced crime registrar who is a member of the national crime recording steering group helping the force to be at the forefront of national policy development;
  - good practice and development in relation to compliance with NCRS and Home Office Counting Rules;
  - central quality control ensuring consistency in crime recording standards: and
  - effective police authority involvement and support.

- The crime registrar is well known and highly visible, having gained a reputation for his ethical stance on crime recording and classification. He acts as the final arbiter in both the internal crime audit process and in the interpretation of the Home Office Counting Rules. He has been particularly influential in ensuring that the significant improvement in crime detection since November has been achieved ethically.

- The Audit Commission report in summer 2004 graded the force Amber overall but an improvement to Green for data quality. Insufficient local audit capability prevented the award of an overall Green grade but improvements are in hand. There is a dedicated force operational audit team that supplements the work of the crime registrar and an improving audit programme.

Areas for Improvement

- There has been much effort over the last two years to identify the reasons for low overall crime detection rates. BVRs were undertaken, processes improved and steps put in place to better manage performance. But this was against a backdrop of competing priorities, not least a recruitment and retention crisis and, more recently, the major restructuring of the force. In autumn 2004, a review of sanction detection rates nationally showed Thames Valley as one of seven forces having the lowest rates in the country, reinforcing the need to make improving sanction detections a top priority.

- The review highlighted excessive use of detections where no prosecution ensued and immediate action was called for. The force was put on a 'critical incident' footing and by March 2005 significant improvements had been achieved (see Strengths above). This improved performance must now be sustained and the force moved from a 'critical incident' footing to 'business as usual' for crime investigation and management. The emphasis must remain on:

  - improving crime management processes;
  - ensuring minimum standards of investigation are met;
  - rolling out effective prisoner handling teams;
  - upgrading custody facilities;
  - improving supervisors skills; and
  - upgrading officers' investigation and interview techniques.

- For 2004/05 as a whole, while there have been significant improvements in detection rates, the force remained average or just below average when compared with the MSF group. There are considerable differences in detection rates across the BCUs and targets set in the policing plan were not met. In comparison to the MSF, the force was ranked sixth of eight for burglary detections, fifth of eight for violent crime and vehicle crime detections, third of eight for robbery detections, and sixth of eight for the overall detection rate and for BCS comparator crimes. HMIC acknowledges, however, that in the first three months of 2005/06 the improvement in the latter half of 2004/05 has been sustained.

- There remain high numbers of crimes allocated for investigation (one BCU inspection in January 2005 found 660 such crimes, with some crimes taking far too long to investigate). This highlights the importance of intrusive crime management supervision and close working relationships with crime investigation management units (CIMUs).

- Continued auditing and monitoring of the types of crime detected and the disposal codes will be necessary to evidence improved performance with integrity. The message to the force should continue to emphasise that increasing detections is part of the commitment to high quality service delivery and will contribute to crime reduction.

- Most sanction detections are for crimes of violence, harassment, shoplifting and drugs possession. Together these make up about half of the force's overall sanction detections but only around a quarter of overall crime. On the key crimes of burglary and robbery there remains scope for improvement.

- Currently officers attending a crime scene produce a hard copy crime report which is then input by the CIMU. A system whereby officers phone in details of a crime for central recording has yet to be established force-wide although plans to achieve it are well advanced and finance for the extra staff agreed. This will reduce bureaucracy and provide a more consistent and corporate approach to crime recording.

- There is scope to mainstream the use of powers to exploit asset recovery across the BCUs (see also 3B).

3E   Forensic Management

Good	Stable

Strengths

- A strong strategic lead is given by ACC (specialist operations) who chairs the regional group and is making good progress on identifying collaborative opportunities, including a single regional digital imaging facility.

- Comparative data provided by the police standards unit for the first half of 2004/05 indicated that, while scene attendance and evidence recovery were comparatively good, the primary detection rates (fingerprint and DNA) from recovered forensic evidence was in the lowest quartile nationally. It transpired that errors had been made in the force data submission. In the second half of 2004/05, the fingerprint and DNA rates were, respectively, just below and just above the national averages.

- Total forensic detection rates (including secondary detections) in the second half of 2004/05 were among the highest nationally, reflecting action taken as part of the sanction detections action plan to maximise the product from each identification (see 3D).

- Since a BVR in 2001, a comprehensive forensic strategy has been developed and the work of the forensic investigation unit (FIU) has become increasingly integrated in the overall crime investigation process. The sanction detections action plan took this integration further, particularly involvement in TTCG processes and using FIU data to hold BCUs to account for actioning every identification appropriately.

- A three-year contract with a single supplier of forensic services with tightly prescribed time targets and monitoring arrangements has led to potential 15% (£750,000 per annum) savings on the forensic submissions budget.

- Since the BVR, significant investment in forensic investigation has included procurement of a nationally recommended case management system. Good use has been made of improved performance information at unit, team and individual levels. 'Webview' enables staff throughout the force to track progress of their cases through the intranet.

- Good use has also been made of the scientific support work improvement package. Between September 2004 and January 2005 the average time taken for a forensic sample to reach a laboratory was reduced from 11 to 2 days.

- As part of internal restructuring of the FIU, a full-time training post has been created to enhance skills within the unit and the forensic awareness of operational officers.

Areas for Improvement

- The main force crime recording and investigation system is not integrated with the forensic case management system. Both systems have to be checked and updated separately.

- In order to gain full benefit from the forensic investigation case management system, the cost benefits of upgrades need to be assessed regularly.

- In 2004/05 the proportion of fingerprint and DNA evidence recovered that was

translated into identifications and matches was comparatively low. At the time of this assessment it appeared that this was likely to be due in part to the large number of samples recovered. Research was continuing to identify any other factors.

- Various approaches are being adopted to try to forestall potential problems arising from difficulties recruiting and retaining fingerprint experts and senior crime scene examiners.

3F Criminal Justice Processes

Fair	Improved

Strengths

- The LCJB is becoming an effective strategic driving force for the criminal justice reform programme, helped by strong team players who have shown that they can deliver change and improvement.

- The criminal justice department plan, the criminal justice programme and the LCJB delivery plan have been dovetailed to provide a more cohesive and co-ordinated response. The criminal justice department has been restructured and is now more focused on developing corporate policies and implementing work required by the LCJB delivery plan.

- Excellent relationships are being developed with the CPS. This has facilitated a joint problem-solving approach to addressing issues arising from the introduction of the charging scheme. CPS representatives have been attending weekly 'gold' meetings, established to improve detection rates, and are active participants at the monthly performance group meeting, helping reinforce joint responsibility for offences brought to justice (OBTJ) targets.

- Co-location of police and the CPS at the first Glidewell unit at Reading was established earlier in the year. Benefits include improved communications and understanding between CPS staff and police.

- The performance framework in the criminal justice arena is becoming well-established, with data from the Compass system being available down to BCU level. Experience on the street crime initiative has ensured familiarity with the use of the joint criminal justice performance management system and a one-page list of performance indicators helps identify priority areas where performance improvement is required.

- The force has acquired an excellent reputation for its use of restorative justice to provide better service to victims of crime, while also trying to change offender behaviour. In further developing this approach, April 2005 saw the introduction of two sites where 'conditional' cautioning is being piloted. At Reading it will be linked to drug treatment, at Oxfordshire, to restorative justice processes.

- The service provided to victims and witnesses in the criminal justice process is seen as a real strength for TVP. A victim and witness unit under the No Witness, No Justice initiative was running successfully at Reading, six months ahead of the national timetable. Two more units will go live later in the year.

- Use of private contract custody assistants has freed up officers previously used as gaolers and a re-negotiation of the contract has helped ensure more assistants are available at times of peak demand. Assistants undertake documentation of detainees and other administrative functions formerly carried out by police officers.

- Preparations are well advanced for the introduction of National Strategy for Police Information Systems (NSPIS) case and custody. A two-month pilot is under way and staff are optimistic about the system delivering improvements. It will be rolled out force-wide provided the evaluation is positive. The system should bring further benefits for Police National Computer (PNC) updating and data exchange.

- An intranet-based set of SOPs has been introduced to ensure consistency in service provision in each of the custody suites. They include detailed procedures to ensure that the needs of ethnic and other minority group detainees are met.

- Following an HMIC inspection in 2004, the force has made significant improvements to the inputting of court results onto the PNC. In March 2005 they achieved 80% in ten days and 50% in five days. On arrest/summons, it is again an improving picture, with 87% input in one day in March 2005, just short of the 90% target.

- Establishment of a warrants database, 'Cobweb', leading to speedier and more effective handling of warrant execution and disposal has received positive feedback from the Home Office.

- The average time from arrest to the video identification process has been reduced to 23 days, helped by an increase in the number of identification suites and better use of management information. This is a good example of a headquarters department being held to account though the performance group meeting and being given a deadline to improve support for frontline officers.

- When establishing the priority offenders scheme, it was apparent that the criteria set would bring over 1,000 offenders into play, far too many to realistically manage. A revised scheme was devised which has since been adopted nationally. Positive benefits include offenders asking for offences taken into consideration when admitted in court (TICs) to achieve a 'clean sheet' before entering rehabilitation and/or drugs treatment programmes.

Areas for Improvement

- There is an urgent need to improve custody capacity and facilities. Existing suites are often full at busy times and many are of an age and size that preclude the introduction of the necessary equipment and facilities needed for effective custody management and crime investigation. Few have CCTV. The environment in some suites is a disincentive for high quality staff considering the custody sergeant role.

- The custody estate development programme is addressing insufficient cell capacity which is seen as a major blockage to improving sanction detections and reaching OBTJ targets. An updated and fast-tracked custody refurbishment and new build programme has now been agreed. This is supported by approved finance from the police authority and will increase capacity by over 60 cells in the next two years. A custody steering group chaired by ACC specialist operations will be an important forum to ensure delivery of this vital programme.

- There are effective prisoner-handling teams at some locations. The intention is to have one at each of the new BCUs, recognising that such units, where properly established and staffed with skilled personnel, can return officers more quickly to patrol duties and reduce the administrative burden while also improving investigations and file quality. The force needs to ensure the right model for each of the BCUs and co-ordinate activity with the custody refurbishment programme, also ensuring that probationers are offered development opportunities in prisoner handling, perhaps by short attachments to the units.

- Meaningful key performance indicators for prisoner handling also need to be developed.

- The statutory charging scheme was adopted in September 2004 and was bespoke to TVP with particular emphasis on improving file quality, which had been comparatively poor for some years. The scheme resulted in much greater use of bail and a sharp decline in detections.

- Faults by both police and the CPS were acknowledged in a review commissioned by the force. In partnership with the CPS, the force has used the results of the review as a catalyst to prompt improvement, greatly modifying the existing scheme. Improvements include:

  - establishment of a user group for file quality managers;
  - unused functionality on the CEDAR crime management system employed to better manage bail and case progression;
  - use of a gateway officer to ensure only cases that are ready for a charging decision go to the CPS;
  - full files only requested where a 'not guilty' plea is anticipated; and
  - greater use of CPS direct when no on-site lawyer is available.

  During the on-site assessment it was apparent that the updated charging scheme was being implemented more effectively and bail better managed. These improvements now need to be sustained.

- A review of the structure and processes in the administration of justice department is required, with a view to establishing how it can best support the five new BCUs, in particular looking at how to bring file development closer to the front line, improve accountability for performance at BCU level and streamline activity to generate efficiency gains. As from April 2005, a lead manager at each BCU has been responsible for performance.

- There is a raft of work being undertaken within criminal justice. Successes to date include multi-skilling of criminal justice staff, improved job satisfaction and greater resilience, and less delay in the VIPER identification process. There remains much work in progress. Sufficient resourcing, both in terms of staff and accommodation, will be key, as will a full understanding by staff of their role in providing a high quality of service delivery.

- Work is in progress to address the issue of waiting times for force medical examiners. Business options are being considered for the use of nurses, and ways to speed up processes in the custody suite are being explored but this has been hampered by a lack of performance information (NSPIS and new CCTV will help). At present there remains considerable scope to improve processes in the custody area.

- There is an effective YOT strategy, but not all YOTs are functioning to their full potential and the role needs to be made more attractive to encourage officers to apply.

4   Promoting Safety

Thames Valley Police was one of eight police forces engaged in the national reassurance project. The force has undertaken a comprehensive review of its staffing of police posts and has re-deployed many police officers to the front line. It has been able to recruit police officers to reach its highest ever strength. Although customer satisfaction rates are below MSF averages, a more encouraging result from the BCS shows that fear of crime is slightly below MSF averages in all the main categories.

A co-ordinated approach to developing the 'extended police family' has led to good progress in reinvigorating the special constabulary and using volunteers, although there is scope for making greater use of PCSOs and there are no firm plans yet for a community safety accreditation scheme.

4A   Reassurance

Good	Improved

Strengths

- Thames Valley Police was one of eight police forces engaged in the national reassurance project. The project, sited in two West Berkshire wards, has been externally validated and the lessons learnt have been used well in planning for the new neighbourhood policing model.

- A comprehensive police officer re-deployment programme released 400 police officers to front-line duties.

- A co-ordinated approach to developing 'the extended police family' has led to good progress in improving the recruitment, training and deployment of special constables, good links to local authority warden schemes and the force becoming a national leader in the recruitment and use of volunteers (see also AFIs below).

- There are many good examples of using the media to support local policing strategies and initiatives. BCU press teams effectively balance crime prevention messages with the need to reassure the public with positive reports about successful crime and disorder reduction.

- CARROs play a key role on all BCUs in reassuring communities. Their contribution to monthly community tension and impact assessments feeds into tasking and co-ordination processes at all levels, and has led to effective action to reduce community concerns following many major incidents. See 1A for other examples of action to engage with and reassure communities.

- The BCS suggests that for burglary, car crime and violent crime, fear of crime in 2004/05 fell in all categories and was below MSF averages.

Areas for Improvement

- Although the number of PCSOs had increased to 110 by 31 March 2005, it is still comparatively low for a force of this size. It is planned to recruit another 40 in 2005/06, an increase that will be much needed for the expansion of the new neighbourhood policing teams (see 1B).

- Although some research has been undertaken, there are no firm plans as yet for a

community accreditation scheme.

- At present the total number of dedicated community-based officers is comparatively low and difficulties have been experienced attracting the best candidates for the role. Cultural change will be necessary to address these issues and strike the optimum balance between response and proactive policing. The impressive plan to develop and implement the neighbourhood policing model places the force in a strong position to achieve its goals.

4B   Reducing Anti-Social Behaviour and Promoting Public Safety

Good	Stable

Strengths

- In the past two years good progress has been made towards establishing a consistent approach to tackling anti-social behaviour, the importance of this subject being reinforced by it being one of the Chief Constable's personal objectives.

- Co-ordinated by the force anti-social behaviour (ASB) officer within the local policing department, achievements so far include:

  - every local policing area having an ASB co-ordinator – a police or local authority employee, or a jointly funded post;
  - a network through which co-ordinators within each BCU meet monthly, with quarterly meetings of all force ASB co-ordinators to identify problems, devise solutions and share good practice;
  - ASB protocols agreed with partner agencies in all policing areas;
  - a TVP-wide Anti-Social Behaviour Order (ASBO)-on-conviction protocol agreed with the magistrates courts service and the CPS;
  - SOPs for issues such as dispersal of groups, fireworks and anti-social use of motor vehicles; and
  - an ASB website on the force intranet to reinforce corporate and local training.

- There are many examples of the full range of legislative options being used successfully to tackle local ASB problems. In April 2005 there were 52 ASBOs in operation across the force and 123 Acceptable Behaviour Contracts (ABCs). All ASBOs are now recorded on the PNC and the force crime system, with ABCs on the crime intelligence system.

- The approach to tackling ASB builds upon Thames Valley's pioneering development of restorative justice, with restorative justice conferencing and mediation usually preceding formal use of ASB powers.

- In the BCS for 2004/05, the percentage of respondents perceiving a high level of disorder was the third lowest in the MSF group.

- A comprehensive casualty reduction strategy has been agreed after extensive consultation with partners. The contribution made to the Thames Valley safer roads partnership is highly valued by the other agencies and there are many examples of successful multi-agency initiatives.

- There is a good record of casualty reduction in recent years, and the number of road collisions resulting in death or serious injury per 100 million vehicle kilometres travelled was the lowest in the MSF group in 2003/04. In 2004/05 there was a further slight reduction.

Areas for Improvement

- Although good progress has been made towards establishing consistency in tackling ASB, there remains scope for improvement in some areas, including:

  - a template for ASB protocols, drawing on the best parts of those agreed

locally;
- a more consistent approach to ASB work being driven through local tasking and co-ordinating processes;
- more consistent recording of ASB interventions on force systems; and
- more consistent resourcing of ASB co-ordinators across the force with a generic job description.

- Following the force restructuring, an opportunity has been identified to strengthen local delivery of the casualty reduction strategy by promoting consistent approaches across the 16 CDRPs and local area policing boards.

5   Providing Assistance

There has been significant investment in improving public contact with Thames Valley Police, which in the past struggled to provide a prompt quality service. The establishment of new control rooms and PECs is now paying dividends on the investment made. The ability to deal with major incidents was well tested following a fatal rail crash in 2004. The force is improving resilience for dealing with any major or critical incident, making sure the right people with the right skills are readily available and that command structures are more effective. It has overhauled its approach to handling firearms incidents following increasing demand and a critical report into its handling of an incident. Policing of roads has clarity of purpose, is intelligence-driven and maintains a crime focus.

5A   Call Management

Good	Improved

Strengths

- A wide-ranging Access to Services programme has, over the past three years, reorganised the call-handling function into two PECs, a 24/7 service that includes the central crime recording function and two control rooms. In 2004/05 the investment in this well-managed, huge change programme began to deliver impressive improvements.

- In 2004/05 the target to answer 90% of 999 calls within ten seconds was just achieved, with performance in the second half of the year being consistently above target. An important factor in the improvement was the introduction of automatic call distribution, enabling the four sites to operate as a virtual single site and best use to be made of all available resources.

- The switchboard answering target (85% within 20 seconds) was also achieved over the whole year, helped by an efficient auto-attendant system. Although the target to answer 88% of calls to the enquiry centres within 20 seconds over the whole year was not achieved, the average in the last quarter exceeded 80% and the proportion of abandoned calls fell to below 4%. It should be noted that the target is much more challenging than in most other forces and it has been raised to 90% within 20 seconds for 2005/06. In 2004/05 the PECs answered 140,000 more calls with virtually the same number of staff.

- New graded response and risk assessed alarm response procedures have been introduced in the past year, enabling a significant efficiency gain.

- A departmental command centre has been set up to provide live monitoring across all four control rooms and enquiry centres, enabling rapid intervention to adjust resources to match demand. Early indications are that this system has significantly improved performance.

- A comprehensive performance management regime has been a key factor in improved performance. The department, teams and individuals are subject to regular structured assessment, addressing both quantitative and qualitative performance robustly but constructively, the aim being to identify training needs or other solutions. A dedicated data quality and audit team plays a key role in maintaining compliance with standards and identifying areas for improvement.

- Under the Access to Services programme, policies, procedures and standards have

been set for the whole call management process, not just the headquarters department. For example, standards have been set and monitored for the management of voicemail, and operational officers have been issued with mobile phones to improve their accessibility and back up the radio system.

- The department has achieved the Investors in People award, reflecting a most impressive approach to people management, including:

  - structured training and career development;
  - good sickness management – a 16% reduction in 2004/05 (40% over the last four years);
  - a significant reduction in staff turnover;
  - an independent annual stress audit used to improve the working environment;
  - a high profile reward system to recognise good work; and
  - good internal communication systems to provide information to staff and encourage their involvement in organisational development.

- During 2004 service delivery units were set up on all BCUs to deal with and/or coordinate the response to non-urgent incidents. Partly resourced through posts reallocated from central call-handling, this initiative has been well received by operational staff. Early indications are that it has significantly reduced the number of outstanding non-urgent incidents.

Areas for Improvement

- There is a lack of clarity about standards and targets for response to urgent incidents, partly because of the quite proper emphasis on reaching incidents without putting the safety of the public or police officers at risk. Between April 2004 and February 2005, 70% of such incidents were responded to within 15 minutes, no improvement on the previous year in spite of a reduction in the time taken by the control room between receipt of calls and despatch of a unit.

- There is scope for making better use of data about response times without putting pressure on police drivers to take risks. The data should be used to help assess whether resources are being matched with the pattern of demand on BCUs and across the force as a whole.

- Although the PECs now record all crimes reported by telephone by the public, a large proportion of crimes are still reported manually by officers and police staff, causing some delay and lack of consistency. Following a pilot study on one BCU in which officers input crimes through the PECs, it is planned to roll-out 'officer-reported-crime' force-wide by December 2005. The police authority have invested heavily in 51 additional staff for the PECs for this purpose.

- In the new standard national customer surveys introduced in 2004/05, the proportion of respondents satisfied in respect of making contact with the police was just below the MSF average, but just above the national average (neither case statistically significant). It is important that the results of these surveys and other customer service information are analysed carefully to identify scope for improvement (see also 1C).

5B Providing Specialist Operational Support	Fair	Improved

Strengths

- The force has a good reputation and has been well tested in using specialist operational support in planning and policing major events. The late change of date for the recent royal wedding is an example of where experience and the ability to be flexible and make late changes to operation orders enabled the event to be successfully co-ordinated and policed.

- Thames Valley benefits from considerable experience in managing critical incidents. Staff receive extensive training on computerised 'live' time training and this has ensured that the response to major disasters, such as the recent fatal rail crash, are effectively co-ordinated and managed. Critical incident policy is well documented and readily available and a register of critical incidents is now being maintained to capture and share good practice and learning points.

- Operations support department plays a key role in developing and refining the Streetcraft training programme, an initiative which has received interest nationally. 1600 officers have participated in interactive learning sessions on the handling of a domestic violence case which escalates into a major incident. This helps test and develop crime investigation and public order skills. The programme is delivered to teams of officers with their supervisors and this gives trainers opportunities to help develop decision making and the capabilities of supervisors and staff in a safe learning environment. It has been very well received by staff.

- The tragic murders at Highmoor Cross led to the force totally reviewing its approach to handling firearms incidents. Much has been learnt and policies, procedures, resourcing levels and command systems reviewed and adapted. All forces were recently invited to a presentation given by TVP to share the lessons learnt, and the outcomes are informing the national debate on police response to firearms. This is a good example of how an organisation learns from events, looks at how to improve rather than apportion blame and is willing to share its experience for the benefit of the police service as a whole.

- Changes made to firearms response include improvements to resilience, the number of armed response vehicles increasing to five, and to tactics, a two-person tactic for saving life having been introduced. There is also improved weapons availability and a fully equipped command vehicle.

- The establishment of a firearms cadre (24 officers providing cover 08.00 – 02.00, thereafter on call) has helped to ensure command of incidents is taken much earlier. Investigative but dynamic assessment when applying firearms policy is ensuring a faster and more effective response to the increased use of firearms.

- A recent HMIC report on compliance with the Home Office code of practice on use of firearms and less lethal weapons and the ACPO manual of guidance assessed the force as 'good'. The required threat assessment has been produced, progress has been made on ensuring standards of competence, accreditation and re-classification are complied with, and there is a nominated ACPO lead (but see also AFIs). There are good systems for the selection and training of Gold and Silver Commanders.

- Regular exercising of critical incident and major incident procedures, including CBRN (chemical, biological, radiological and nuclear) incidents, is undertaken. These exercises involve a range of agencies and counties adjoining the Thames Valley Police area.

- The force contingency officer has developed a web-based exercise calendar to maintain a diary of exercises for all agencies. This keeps them informed and reduces the number of repeat exercises.

Areas for Improvement

- The recent assessment by HMIC of compliance with the code of practice and ACPO guidance on firearms highlighted a number of areas for improvement. Re-accreditation of tactical advisers, and Gold, Silver and Bronze Commanders, is problematic with forces waiting for assistance from NCPE to achieve accreditation for their own training. TVP have addressed this as best they can and have a system for reassessing their Commanders at Silver level but for Gold, Bronze and tactical adviser re-assessment, further work is required and they are assessed as fair. Selection of Gold and Silver Commanders is good but the procedure adopted for Bronze Commanders is considered fair.

- There is extensive work under way to ensure force resilience for major incidents and spontaneous disorder, but training and accreditation cannot be achieved overnight and there is a large, young and inexperienced workforce (particularly at inspector and sergeant level) and courses are oversubscribed. It will take time to achieve the resilience the force seeks, but it has a good plan which is being actively driven by the ACC through the resilience forum, with robust support from specialist operations departments. Most important is the need to have an effective means of identifying which police support unit-trained staff are available to ensure any mobilisation plan can be quickly enacted and for the right equipment to be readily available.

- Risk assessments completed for major operations are of a high standard but for smaller local outbreaks of disorder, reliance is placed on generic risk assessments, some of which may be out of date.

- Air support is mainly used as a reactive response. It does undertake some proactive work, helping to prevent crime at hotspots, gather intelligence and support level 2 operations, having been tasked through the TTCG. Ways need to be explored to increase its proactive role to gain maximum benefit.

- Retaining experienced staff in the south east of the force is not helped by the closeness to the Metropolitan Police Service, who often seek highly trained specialist officers. This has had a particular impact on the dog section and, to some extent, on the firearms unit.

- In the light of the new firearms cadre and the changes brought about in senior management portfolios as a consequence of the 'challenge and change' restructuring, critical incident and PACE (Police and Criminal Evidence Act) cover need reviewing. There is considerable resilience at superintendent rank and all now have a place on at least one rota (BCU cluster, Gold cluster, SIO rota), providing development opportunities and distributing workloads equitably. The new arrangements need to be reviewed from a user perspective to ensure they are workable and robust.

- A BVR on emergency and operational planning was undertaken last year. Many improvements have already been made in response to unfolding events but in conclusion it has made three main recommendations:

    - to ensure a corporate and consistent approach is adopted with regard to structure, staffing, roles, responsibilities, capabilities and training of BCU operational teams;
    - to maintain a corporate overview to ensure quality of service in terms of operational command – to include training, accreditation and development; and
    - to undertake a review of the location, facilities, staffing and procedures regarding static and mobile silver suites necessary for the force.

5C   Roads Policing

Good	Stable

Strengths

- There has been a good record of casualty reduction in recent years and the number of road collisions resulting in death or serious injury per 100 million vehicle kilometres travelled was the lowest in the MSF group in 2003/04. In 2004/05 there was a further slight reduction. This has been achieved through an effective prevention strategy, especially by targeting road safety among motor cyclists. The force was on target last year to meet the majority of the national casualty reduction 2010 targets.

- There are significant resources dedicated to roads policing and the roads policing unit (RPU) can deal with exceptional demand without impacting on front-line policing. RPU officers provide valuable support to BCUs and are very crime-focused which is reflected in the high number of crime detections achieved. 1,611 crimes were detected in 2004/05, which equates to 4% of force detections.

- The department plan and casualty reduction strategy support the national roads policing strategy, and RPU is fully integrated into the NIM process. The intelligence inspector regularly attends force TTCG and the RPU is frequently tasked through this process. RPU regional inspectors attend BCU TTCG meetings to ensure RPU is delivering the intelligence model at a local level. The head of RPU convenes operational review meetings to ensure the unit contributes at level 2 and that activity is co-ordinated and reflects national initiatives.

- An innovative system has been developed within RPU which provides a useful tool to managers to monitor workloads, identify training needs and help set and maintain minimum standards. Involving a points system, it helps align officers' work to force priorities and the national roads policing strategy. Staff have quarterly reviews and if minimum standards are not being achieved, an action plan is developed to help them improve. Officers are not 'returned to division' if they do not meet standards but are developed in-house.

- The RPU is engaged in over a dozen external partnership projects related to roads policing and much work is of national significance – eg, the 'on the spot' project which has a Thames Valley Police officer on permanent secondment and the camera safety partnership. These external partnerships have contributed to both improving service delivery and casualty reduction. Effective collaboration with the M25 group ensures this important arterial road is well policed.

- The most serious accidents are dealt with by the more senior and experienced staff. Sergeants deal with the majority of fatal road traffic collisions (RTCs), making full use of the road death investigation manual; inspectors will oversee fail-to-stops and where manslaughter charges may ensue; the head of department would handle any fatal collision involving a police vehicle. All investigators have received SIO training.

- There is a positive working relationship with the major crime teams. RPU has introduced a three-tier training programme for family liaison officers (FLOs), including courses supported by portfolios of evidence. Officers are required to apply to be FLOs and dedicated FLO co-ordinators oversee arrangements. This development has been acclaimed at the national FLO conference. The work has enhanced the implementation of the road death manual and improved victim

satisfaction based on feedback received.

- There is excellent liaison with occupational health and welfare to provide appropriate levels of support to SIOs and FLOs although a more proactive approach is being considered.

- Automatic number plate recognition (ANPR) has provided a useful tool for dealing with criminals using the road systems. More vehicles have been fitted with the equipment bringing the total to 19 and a spare kit ensures flexibility. There is an agreed force-wide ANPR strategy and deployments are intelligence-led. The intercept team is a well-used resource contributing significantly both to arrests and to intelligence gathering. Between April and December 2004, the ANPR team together with the intercept team carried out 184 operations resulting in 766 arrests, 4,037 crimes detected and 67 stolen vehicles recovered.

Areas for Improvement

- There is scope for realigning the RPU to provide the best possible support for the five new BCUs. The department head is exploring options for achieving this through stage three of the 'challenge and change' process.

- More effective working with CDRPs and LPAs could help increase partnership and community involvement in road casualty reduction. Local area policing boards will be a useful forum through which to achieve this. Casualty reduction needs to be part of CDRP strategies and feature in the developing neighbourhood policing model. Sufficient emphasis needs to be placed on road collision reduction targets and initiatives by BCU command teams. RPU's increasing involvement with CDRPs and BCU teams to address community concerns and meet national targets is assisting this process.

- There has been some rather negative press on the points system outlined under 'Strengths' above to monitor performance and ensure resources are deployed to priorities. The department needs to continue to work with corporate communications to look to more effective ways of publicising the good work of RPU.

- Continued efforts are required to attract women and BME staff into the RPU where they remain under-represented.

6   Resource Use

The force has worked hard to recruit and retain police officers, and to get more of them to the front line by redeployment and reducing medical retirements and sickness. There is a young and inexperienced workforce, however, and therefore significant training and development is required, especially for front line supervisors to equip them to manage and develop their teams. Greater confidence is needed in the PDR process if it is to drive skills development more effectively.

The commitment to race and diversity is impressive, especially with regard to recruitment from ethnic minorities. Positive action to ensure retention and progression through the ranks will assist in creating a workforce that reflects the diverse communities.

There is sound financial management that is professionally led and excellent relationships with the police authority, who take their governance responsibilities very seriously. There is clarity in the budget-setting process and the force is a national leader for activity-based costing. Estate development needs to be more closely tied to planned operational requirements. Resources are allocated to BCUs fairly through a resource allocation formula but local resourcing decisions will be helped by closer alignment of resources to peak demand and the introduction of an automated duties management system.

'Challenge and change 3' will consider how headquarters departments support BCUs which will require increasing focus on meeting customer needs.

6A Human Resource Management	Good	Stable

Strengths

- A comprehensive HR strategy and costed HR plan has been agreed which supports the force strategy, the policing plan and government priorities. There is an accompanying delivery plan and a framework to improve governance has been agreed with the police authority, to include regular monitoring of progress.

- HR directorate has a good reputation for its strategic capability and senior management teams at BCUs are well supported by qualified HR managers. The move from ten to five BCUs has seen the establishment of BCU personnel departments and the creation of new posts of training and development managers. HR managers are working with HR directorate in developing and supporting the force reorganisation, 'challenge and change', aiming to create a strategic, citizen focused police force capable of delivering better performance while also achieving efficiency gains.

- Examples of effective strategic HR support for the ambitious 'challenge and change' programme include the fair and transparent process for appointing senior management teams for the new larger BCUs, and the creation of a skills database for senior managers in support of better succession planning. Skills profiling for middle managers is a next step.

- The People Programme is a well established enabling stream within the overall service improvement programme and benefits include:

  - improved promotion and selection processes incorporating workplace assessments, as part of a national project;

- introduction of national recruitment standards; and
- increasing use of the integrated competency framework to drive HR processes.

- A more professional approach to ensuring the right people with the right skills are in the right jobs is becoming apparent (but see AFIs below).

- Investment in occupational health and welfare services and improved absence management has helped reduce sickness levels. In 2004/05 the average number of working days lost for all staff fell from 8.8 to 8.2 days.

- In 2004/05, 164 members of staff benefited from use of Optima funding, helping to speed their return to work. There were ten police medical health retirements, well below the target of 26, making up just 2.2% of all retirements.

- Two years ago, staff were being lost in large numbers to other forces: to the Metropolitan Police Service, lured by higher allowances, and to forces in areas with cheaper housing. TVP has responded by introducing a range of initiatives to aid recruitment and retention. In 2004/05 wastage returned to more normal levels and challenging targets were set for recruitment. At year end it had exceeded its targets and was five officers over its target strength of 4,131, reflecting the energy and sustained efforts to recruit and train officers.

- To aid retention in a high housing cost area, maximum use has been made of the starter home initiative with 205 officers and staff buying properties. 104 officers and staff are purchasing property through the Key Worker Housing scheme, and a further 83 not eligible for these schemes are being assisted with an internal home ownership initiative financed from capital receipts. These measures have contributed greatly to staff retention.

- An extensive programme to introduce the integrated competency framework and an electronic PDR system has been supported by roadshows which have reached a high percentage of staff. The new system is generating a level of information about staff and their competencies, which will be invaluable in ensuring the organisation can tackle the challenges ahead. Maturity now needs to be developed by managers and staff around the PDR system at all ranks and grades (see AFIs).

- A bi-annual staff survey is undertaken. The results from September 2003 were taken into account in strategic planning for 2005/06, with one of the force's strategic priorities being 'to equip front-line staff to deliver'. The next survey is scheduled for September 2005. It will be an important piece of work, helping to gauge staff perceptions about how they are currently being managed and developed. The findings need to be publicised and fully utilised to inform management decisions as 'challenge and change' enters its third and final stage.

Areas for Improvement

- HR strategies need to deliver real business improvement and be seen to be doing so. There is currently a perception by some that the comprehensive and extensive HR documents are not adequately connected to business delivery.

- In an area of high housing costs and low unemployment, the force continues to be vulnerable to the loss of skilled staff. Wastage rates are comparatively high and there are shortages in some specialist areas – eg, crime scene investigators (CSIs),

analysts and CARROs. There is a comprehensive exit interview policy but not all staff leaving the organisation receive an interview. Valuable management information that might aid retention is being lost.

- The importance of the PDR process is not universally recognised and, with such a young inexperienced workforce, investment here will be key to performance improvement. Setting most staff an objective around sanction detections in their PDRs has helped to improve performance by making them aware of how they can contribute. There is scope for increasing the use of PDR to drive up performance and for the process to be more effective in providing information about training and development needs. Delivery of HR plans will be enhanced by linking the objectives of staff within the department to objectives in the plans and this principle applies equally to other departments and BCUs.

- Strenuous efforts have been made to improve PDR submission and much greater numbers are being submitted on time. Staff have, however, expressed concerns about both the process and the 'Snowdrop' technology. The system is seen as bureaucratic and complex. What should be a simple task – eg, printing out last year's PDR – is difficult. Making improvements to the Snowdrop system in line with user requirements and establishing a quality control system would assist.

- That said, effective use of the PDR system is apparent in the control room and enquiries department (CRED). Staff are overcoming the shortcomings of the technology and making it work for them. There are regular monthly assessments, rather than a once a year completion of the forms. The emphasis is on face-to-face interaction between line managers and staff, smart objectives and providing development opportunities. Supervisors view staff development as a top priority. This is reflected in high levels of performance in the CRED and has no doubt contributed to achieving Investors in People status. This attitude towards staff development and PDRs needs to be encouraged and embraced across the whole force.

- A large percentage of constables are in their probation and are supervised by sergeants who are junior in service or in acting positions. Support mechanisms need to be in place for these supervisors. Effective management/leadership training is essential if they are to confidently challenge inappropriate behaviour, develop their team's skills, and show the leadership required. Earlier management intervention may prevent some issues becoming grievances or misconduct cases.

- The 'challenge and change' process is impacting more on support staff than on police staff. Although there have been few redundancies and most staff have been relocated, some do feel under threat. Performance related pay, the impact of the next phase of 'challenge and change' and concerns about use of the misconduct process have left some support staff feeling dissatisfied. Better career structures, improved training and more effective communication will help.

- Progress has been made since the last baseline assessment on health and safety (H&S) and an independent assessment has shown the organisation in a positive light. However, specialist support for BCUs to ensure they comply with H&S legislation has been inadequate and some generic risk assessments are out of date. An appropriately skilled manager has been recruited to take a strategic lead and offer advice and guidance to local H&S advisers. The chief officer team and local senior management teams need to use every opportunity to champion H&S to counter the perception in some quarters that it is not given the priority it demands.

- To ensure HR compliance with data protection, Freedom of Information and human rights, the force has adopted the principles of the ACPO disposal system; but to ensure archive and disposal requirements are met, further work is required to restructure records management systems.

6B   Training and Development

Good	Improving

Strengths

- The force three-year learning and development strategy and annual learning and development plan conform to HOC 53/2003. They are fully integrated with force and HR strategic plans. In addition, each BCU has its own supporting learning and development plan.

- The training planning cycle has influenced budgetary decisions and chief officers have been engaged throughout the process. An example is the costing exercise of the predicted growth in training probationers. The results were used as part of the business case to secure more resources to deliver probationer training.

- The learning and development plan is routinely monitored at the training prioritisation board (TPB) which also authorises any significant changes. Activity and budget spend against the plan are also reported.

- There has been good leadership of the training function by chief officers and the police authority to prioritise and monitor the key training programmes. The TPB oversees the training function across the force and is chaired by the director of resources, a chief officer. The police authority also sits on the TPB. Training requirements for BCUs are specifically discussed between the head of training and development and BCU managers bi-annually, at TPB meetings, and at the chief officer monthly performance management meetings.

- The head of training and development is seen as the 'head of profession' for all training. All centralised training providers, including the operational trainers, have adopted common standards within the Centrex quality assurance framework to ensure consistency and this will extend to all training in due course. Local training on BCUs is delivered by local training staff, although most training in the force is provided centrally. The force is currently extending professional development units (tutor units) to achieve coverage throughout each of the newly formed BCUs.

- The force is introducing BCU learning and development managers to provide the link between BCUs and central training. They will be line managed by the BCU commander via the BCU HR manager, and report professionally to the head of training and development.

- Effective action has been taken in response to the *Managing Learning, Diversity Matters* and *Training Matters* recommendations, with action plans for each, together with thorough police authority monitoring. The remaining work is being integrated into improvement plan objectives.

- The force has an improvement plan within the learning and development plan, owned by a chief officer. It includes a high-level gantt chart, and the milestones are contained in project documentation for the individual projects. Progress of the improvement plan is monitored at both monthly strategy meetings and the quarterly TPB meetings.

- A well structured approach to quality assurance (QA) brings together all trainers to work towards the common standards detailed in the QA briefing files. In addition, the force has achieved Centrex approval since 1999 and is steadily extending this

to cover all training. A coherent set of processes and procedures covering all stages of the training life-cycle, which significantly exceed the level of guidance in models for learning, have been developed.

- Briefings to all training staff regarding QA, training needs analysis, design and evaluation are regular events. There is also an annual training conference for all training staff to improve the quality of the training and to aid professional development. The force is also working with Skills for Justice as an early adopter of their developing QA framework, Skillsmark.

- There are routine trainer assessments and clear audit trails of the changes to the content of training courses. Lesson plans are routinely validated, mapped against national occupational standards and monitored through the QA process.

- The force is a leading provider of training in two areas: surveillance/investigation skills and driver training, which is provided to other forces and external agencies including HM Coastguard, the Army and HM Revenue & Customs.

Areas for Improvement

- The 2005/06 learning and development plan captures most force training, the exception being locally delivered training. An improvement plan does cover the extension of the learning and development plan to all training, including the use of the costing model for locally delivered training.

- In order to achieve year on year improvement in the accuracy of training needs projections, training planning should be synchronised with the corporate planning process and PDRs.

- There is a need for a lower level training prioritisation group which could oversee the training function at BCU/department level and provide an effective focal point for planning purposes. Such a forum exists within the force control rooms and enquiries department, a possible model for other units.

- The force needs to develop capacity for higher level evaluation to explore the return on investment in relation to training courses and their impact on performance.

- There are good examples of community involvement in diversity training, such as training with the Terence Higgins Trust for all uniformed staff. In addition, Reading BCU has secured external funding to deliver Hindi language training. Up to 60 staff have signed up to take part. It was disappointing to find, however, that this training has not formed part of the force training plan.

6C   Race and Diversity

Good

Strengths

- A diversity group has been set up to co-ordinate action to ensure non-discriminatory services to the community, and equitable treatment and equal opportunities for all sections of the workforce. This group has a key role in monitoring the RES and in fulfilling the responsibilities contained within the general duty.

- The diversity group is chaired by the Chief Constable and is being re-badged and re-organised to become the fairness and equalities board, in line with national strategy. A range of diversity strategies support the overall HR strategy, with the delivery plan incorporating a clear strategic objective to achieve a workforce more reflective of the community. The force contributes actively to a number of diversity forums and most BCUs make good use of local IAGs to ensure good diversity management.

- The results are published in a comprehensive diversity monitoring booklet which is used by senior managers. The inclusion of more focused qualitative analysis, performance against targets and comparative data would enhance the usefulness of this report and better enable senior managers throughout the force to highlight any discriminatory practices and take corrective action.

- A DDA working group chaired by the head of human resource has reviewed all aspects of service delivery for both members of the public and staff with disabilities. Work includes physical access as well as ensuring policy and procedures comply with legislation.

- The percentage of women officers continues to increase, at 23% being above the national average. In 2004/05 15 BME officers were recruited, exceeding the policing plan target of 12, bringing the total to 147. These figures reflect effective implementation of action plans to achieve the recruitment targets set in *Breaking Through* and in the *Gender Agenda.*

- Thames Valley Police has a team of three staff, led by a chief inspector, dedicated to the recruitment of officers from minority ethnic communities. They spearhead an extensive programme of targeted activity which aims to market the police service as a worthwhile and rewarding career to black and minority ethnic communities. They support potential recruits through the application and selection process and this continues through initial training.

- Very good senior management support for the Black Police Association (BPA) and the principles it espouses is apparent. Having good access to CCMT, the BPA has a budget and has developed a strategic plan outlining its proposals for assisting the organisation to achieve excellence in the field of race and diversity. This is good practice.

- Good use is made of BME staff skills in helping policy development. Senior BPA staff are encouraged to attend relevant national and local meetings. Support from the operational and middle management levels, however, could be greater in some BCUs/departments.

- Extensive monitoring of internal discipline cases, grievances and tribunals shows a comparatively low incidence of cases involving BME staff. A force conflict and resolution team provides specialist advice to BCU staff on mediation and resolution, so that grievances can be dealt with swiftly and at the lowest level. Recent efforts to reduce the numbers of staff whose ethnicity is shown as 'not stated' has improved the accuracy of management information.

Areas for Improvement

- Much effort is exerted to recruit BME officers. Progression through the ranks and into some specialisms, however, remains slow. At the time of the on-site assessment visit, the inspector rank was particularly poorly represented with only one black woman inspector.

- The BPA provides valuable support, mentoring and career development advice for BME staff and officers. As numbers grow, this is increasingly resource intensive for the association. Line managers need to be taking a much more proactive approach to the career management of their teams, especially those from under-represented groups.

- A pilot scheme to provide development plans and support for those BME staff seeking promotion is under way at Reading. This practice should be extended, with line managers taking a lead in ensuring any BME member of their team has such plans and their commitment to this being included in their PDRs.

- There remains scope for BME officers and staff to be more involved as assessors in recruitment and selection procedures, particularly workplace assessments.

- Recruitment of police staff is devolved to BCUs – targets have been set with regard to BME staff but the move to five BCUs will mean these targets need to be revised. The importance of central monitoring and holding BCU commanders to account will be key to achieving a more diverse workforce.

- HR department, the BPA and CARROs are the primary focus for those seeking advice on diversity matters. There are also 42 diversity advisers but this scheme has its limitations and is not greatly used. It should be revitalised and the terms of reference revisited, or disbanded and greater emphasis put on line managers and local HR departments providing advice and guidance.

- The race equality health check highlighted a number of areas for improvement. A six point action plan will address these issues, which include inconsistent delivery of training interventions on race and diversity and some lack of awareness of the RES.

6D   Resource Management

Good	Stable

Strengths

- Operational planning is becoming more integrated with finance and resource planning. The CCMT and Police authority work together on budget building and monitoring, although there is scope for this to become more sophisticated. The force has used the ability to borrow to improve custody capacity and build a firearms range, the latter having potential for income generation, much needed in a force which has comparatively low levels of funding.

- The authority has a reasonable level of general reserves supported by a range of earmarked reserves including a three-year police pension equalisation reserve and full provision for the police pension lump sum liability. The comprehensive budget setting and budgetary control processes are built around effective medium-term financial planning. Capital plans are subject to risk assessment and prioritisation, although there has been some slippage in the capital programme.

- Budgeting has been fully devolved to commanders and department heads. Budgets are developed through a bottom-up process from a single line allocation. Efficiency plans are integrated into the budget process and strategic issues are linked well to funding and budgetary systems.

- The force benefits from having highly qualified financial staff at HQ who support business managers at BCUs, who themselves have small financial teams. BCU commanders and department heads all receive a five-day training course on police financing.

- A well established process for allocating resources, known as the total resource allocation formula, is based on the national formula and is reviewed annually. Allocations to departments are made on rolling budgets with periodic reviews and base budget rebuilds to ensure resources are aligned to demand.

- The 2004/05 efficiency plan requirement was achieved, gaining some 1.4 percentage points (£4.2 million) above the 2% target being realised.

- The procurement service is nationally recognised for its professionalism and its contribution to collaboration – eg, the agency staff contract. There is an emphasis on professional training (including NVQs), on contract management (eg, custody), identifying savings, electronic ordering, participation in 'e-auctions' and use of business planning.

- The transport service also demonstrates a range of good practice. This was reflected in the 'Excellent Service' Best Value judgement, awarded by HMIC, in 2003. The creation of the Chiltern Transport Consortium is of national importance as an example of collaboration and has created considerable cost savings. Two other forces have expressed interest in joining.

Areas for Improvement

- Appropriate linking of resource management and performance management is increasing. Resources remain at a premium, however, and establishing neighbourhood policing teams, the demands of the criminal justice agenda and the

need to improve capacity for tackling levels 1 and 2 crime will require greater focus on ensuring that resources are being aligned to priorities. Where there is growth, it should result in measurable performance improvement.

- The force benefits from some excellent facilities, for example the recent new build at Newbury, but major reorganisation, the demands of neighbourhood policing and increasing partnership work have resulted in facilities that may not be in the right place or providing what is required. There is a need for clarity about what TVP needs to deliver operational policing in line with 'challenge and change', together with a day-to-day management plan to ensure best use is being made of valuable assets.

- Agreement has now been reached with the police authority to undertake a property review, probably using an outside consultant. It will be essential to consult users and gain a clear idea of what is required in the way of buildings and facilities to deliver the vision and improve operational performance. There are some good examples of use of mobile police stations to provide visibility in rural areas, and collaboration with partners to jointly fund and staff some services, but they do not form part of a coherent and co-ordinated estate strategy. Any strategy should not just include buildings but also mobile and other facilities, exploring private finance initiative (PFI) options, rural one-stop shops and collaboration with other public services.

- There is an urgent requirement for extra cell capacity and improved custody facilities. A major programme of new build and refurbishment is under way and, recognising that this lack of capacity was seriously impacting on delivering and sustaining improved performance on sanction detections, the plans have been fast tracked. Extra finance has been approved and timescales for completion reduced considerably.

- A review of the many and varied shift patterns across the organisation is required to ensure resources are allocated more in line with demand. To enable compliance with the working time directive, a robust duty management system is essential. The absence of an effective automated management system hampers duties planning although the existing system is to be updated soon.

- The force has a modern financial system with some business integration. It now needs to consider further integration to reduce transaction and processing costs. The HR and finance system are not linked. The planned Peoplesoft system will enable some self-service by staff but information will still need to be transferred into the payroll system.

- TVP has recently changed its supplier for payroll services, hence it has yet to move to monthly pay for all staff. The project to convert to monthly pay is planned to start in 2005/06 and will make considerable cost savings.

- The force is a national leader in the development of activity-based costing but employs technology that is dated and expensive to use. Capture of activity data on a more effective and regular basis needs to be explored and could be done from command and control, networked activity-recording, or expanded duty state systems.

- There has been some success in income generation and sponsorship – eg, providing driver training, but this has been limited. The move to five BCUs should

provide greater opportunity for HQ to support local business managers in actively exploring local opportunities, particularly partnership opportunities, to lever in finances. The recent purchase of Grantfinder software should assist.

- The authority has closed its partner charitable trust as it was not considered effective. Nationally the use of charitable trusts, to secure additional resources and provide a cost-effective conduit for sponsorship has been a success. The authority should look at the experience of other forces to see if they could share in this success.

- There is an emerging performance information framework for support services with some examples of good practice, for example customer surveys, but it needs to be further developed, for each service, by the use of appropriate quantifiable measures.

6E Science and Technology Management

Good	Stable

Strengths

- Updating of a comprehensive IT strategy adopted in December 2003 was close to completion at the time of this assessment.

- A robust, stable and expandable infrastructure incorporating a modern integrated voice and data network is able to support the complex technical environment. Although several key operational systems are not integrated, they are well supported and investment in upgrades has kept most key systems fit for purpose.

- A well-established programme and project management system ensures that development projects are initiated, prioritised, and reviewed against set criteria including relevance to force strategic priorities.

- The force took part in the latest ACPO information management benchmarking exercise and achieved some encouraging results from the customer survey regarding many aspects of the effectiveness of systems and quality of service from the ICT group.

- Following a period of uncertainty in management of the ICT group, good progress has been made in the past year towards developing a department that can support organisational priorities effectively – eg, a weekly ICT operations meeting to chase progress and make resourcing adjustments.

- Customer service, including an 07.00–22.00 helpdesk and local area IT co-ordinators, is generally well-regarded throughout the organisation. During the assessment, several senior managers spoke highly of ICT assistance in identifying IT solutions, preparing business cases, procurement and project management.

- At the time of assessment, several initiatives were under way to improve ICT services, including establishment of an ICT user group (with an initial remit to prioritise services) and the creation of service level agreements.

- The force is well-placed to address the data transformation exercise required for programme impact, having been part of the CRISP national data-sharing project and now taking the lead role for the region.

- There are robust arrangements for disaster recovery, with twin data centres enabling systems easily to be switched in the event of problems at either site.

Areas for Improvement

- A legacy of procuring off-the-shelf systems means that some key operational and support systems are not fully integrated. The strategy is to remedy this situation in the medium term and it is planned to replace key operational systems including command and control, crime management and intelligence within three years.

- A departmental plan has not been produced for 2005/06, it being deemed unnecessary in the light of other systems for progressing projects. Although good progress has been made in managing the department, the discipline of a plan to set objectives, allocate resources and monitor progress, on both internal and customer

facing issues, should be adopted.

- It has proved difficult to recruit and retain staff in some key roles due to problems with a pay grading system that is based on spans of responsibility rather than skills. Efforts are continuing to resolve this issue which has impacted adversely on the department's capacity to support some IT projects.

- Having experienced some difficulty in recruiting a suitably qualified and experienced head of department for ICT, at the time of this assessment it was being led by a senior police officer who had played an important role in refocusing the department on supporting force priorities. The aim should be, however, to recruit a specialist in due course, not least because this post is one of the most senior roles open to police staff.

- Work is continuing to ensure that all key processes are covered by comprehensive business continuity plans by March 2006.

6F   National Intelligence Model

Good	Stable

Strengths

- The CCMT is strongly driving use of NIM, development being championed by the DCC. The force was assessed as being fully compliant with NIM 1 requirements by the target date of April 2004.

- Action to deliver NIM 2 compliance by November 2005 is on target. An action plan with owners, milestones and targets has been developed and the approach used will be similar to that used to deliver improvements to the PNC processes.

- The FIB is well resourced. Some analysts work within themed desks aligned to the force control strategy, and this ensures clarity of purpose. Others analyse information in respect of complex level 2 operations and support major incident work. Staff are trained and accredited to the required standards. Intelligence products are of a high standard and are widely and regularly disseminated.

- Tactical and strategic assessments are sent to the NCIS via the regional co-ordinator and are presented in the standard NCIS format to help interpretation and use. TVP is recognised by NCIS as being comparatively good at submission of timely and comprehensive target, problem and market profiles.

- The force has undertaken many joint and cross-border operations and achieved considerable success with a large number of surrounding and more distant forces. This collaboration has been well supported by the intelligence process. Close work with HM Revenue & Customs and the Immigration and Nationality Department continues and considerable resources have been committed to inter-agency operations such as the response to the terrorist threat at Heathrow Airport.

- To further enhance skills and awareness of NIM across the force, dedicated staff are now assisting BCUs to develop the use of this valuable tool. Intelligence principles have been introduced which give clear guidance as to what is expected. Field intelligence officers are assisting BCU staff to develop more sophisticated bids for central support. This is helping to introduce the discipline required to ensure the intelligence system delivers.

- Covert human information source handling is much improved with five dedicated handlers now operating effectively and dedicated source units becoming established.

- PNC, crime intelligence, firearms and Phoenix have been brought together and 25 extra staff employed to provide a 24-hour information bureau – a one-stop shop for staff to access information.

- Technical support unit capacity and capability is considered excellent.

- TTCG meetings are well run, with key players in attendance and contributing (but see AFIs). There is effective use of the tactical assessment to review operations, consider costs and identify emerging trends to enable swift intervention where necessary.

Areas for Improvement

- Trying to achieve corporacy and consistency across ten BCUs on the use of NIM created challenges. The move from ten to five BCUs, while requiring some changes to how NIM is used locally, does provide an opportunity to achieve the discipline required for NIM 2 compliance. Performance groups could be used more effectively to hold BCU commanders to account for performance against the control strategy and use of NIM.

- Effective analysis is an essential feature of the NIM process and TVP is fortunate in having skilled analysts. In an area of high employment the force needs to be looking at innovative ways to ensure their retention. They should not be abstracted for other tasks such as performance management analysis and would benefit from support from a senior analyst or head of profession.

- There is a sophisticated system for collecting, collating and developing intelligence, together with skilled surveillance and proactive units. While the force has a comparatively well resourced proactive capability, the various units are nevertheless sometimes unable to action intelligence packages with good potential.

- The biggest risk to NIM 2 compliance is lack of the right IT systems. Current systems are outdated and there is a three-year programme to replace them.

- To ensure compliance with the recommendations from the Bichard report on data management, a new policy has been developed on the recording, retention, review and deletion of intelligence records. TVP holds a large number of intelligence logs and implementation of the policy has resource implications for BCUs.

- Sharing of information and intelligence is improving at the operational level, but there is scope for more effectively capturing 'soft' community intelligence, for example information from housing officers, street care teams and wardens. Awareness of the use and potential of NIM needs to be further marketed at local level.

- In the purest NIM model all level 2 tasking would occur through the force TTCG process. While the events diary is considered at TTCG, some resourcing eg, event planning, occurs elsewhere. Neither BCU commanders nor partners attend regularly and meetings remain focused on level 2 crime. The resistance to broader attendance at TTCG on security grounds must be overcome – eg, by use of sanitised reports, if NIM is to be fully adopted.

7   Leadership and Direction

The Chief Constable has been in post for three years and has a high profile locally and nationally as 3rd Vice-president of ACPO and chair of the programme board for the national policing improvement agency. He and his team have developed an excellent, open and trusting relationship with the police authority. They have a range of skills and experience and portfolios are well balanced.

This has been a challenging year. Acknowledgement of failings and determination to put things right, together with a concerted drive for improved performance, is reflected in recent significant improvement in detection rates. The 'challenge and change' process, which is well supported by partners, has been the focus of much activity. It is to the credit of senior managers and staff at all levels that its objectives have been achieved without downturn in performance. As the force moves to the next phase of 'challenge and change', however, better communication is needed to ensure everyone, especially police staff, is fully involved and understands the changes.

7A   Leadership
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Good

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Strengths

- There is increasing strength and stability in the command team and members have a wide range of skills and experience. A recent review of portfolio responsibilities has balanced the workload and created clarity of accountability. CCMT members are involved in ACPO business, playing a significant part in national developments, in particular police reform.

- The Chief Constable and the top team are highly visible throughout the force, undertaking regular patrol, conducting visits and running the senior leaders' forum. There is a similar high profile with partners, through a programme of meetings and visits to local authorities. The Chief Constable is committed personally to updating staff on current issues and future strategies through his weekly review. He delivers regular briefings to senior and middle managers.

- There is extensive evidence of active leadership by the Chief Constable and his command team, demonstrating their own values, challenging unacceptable standards and behaviour and driving up performance, most notably through the performance group process and, more recently, through the sanction detections Gold group meetings.

- There has been a clear goal to make the force fit for 21st century policing. It has required major change to structures, processes and organisational culture. 2004/05 has seen the five BCUs and 16 LPAs established and much work completed on improving business processes. Such major change has not been without its challenges but is being driven hard by the Chief Constable and is about to enter phase three. This will prepare the force for delivering neighbourhood policing, increase resilience for public order, level 2 and major crime and lay the foundations for TVP becoming a strategic force.

- There is a constructive relationship with the police authority who are very active and engaged at force and BCU levels. Business discussions are open and frank, challenging yet supportive and joint working is evident. The chair of the police authority attends the weekly Gold group meeting established to drive up

performance on detections.

- Staff associations also stress the openness of their relationship with the top team and consultation with partners has provided extensive evidence of effective leadership at the strategic level. The Chief Constable has well-established communication channels with partners.

- Development of command team members is given high priority with members attending key strategic courses and secondments, for example to Centrex and the Royal College of Defence Studies.

- The Chief Constable has ensured that each member of his management team has a personal development plan, personal objectives being reviewed every 90 days. He has shared his own objectives with the force and has undertaken 360 degree feedback.

- All five BCU commanders and the head of crime support now sit with the chief officer team to create an extended chief officer management team, paving the way for increased corporacy and strong team working.

- Improvements to the career development process through use of a senior appointments board ensures resilience at senior management level and assists succession planning.

- There is a range of reward schemes which recognise good work with active encouragement for partner agency involvement, with staff from partner agencies receiving awards at recent ceremonies. The force has a well established volunteer scheme and volunteers evenings are held to acknowledge their valuable contribution.

Areas for Improvement

- The force has a reputation for innovation but not always for consistently effective delivery. There is much good practice but it is not always shared and there has not been corporacy in delivery across the ten BCUs. 'challenge and change', with establishment of five BCUs and the commanders and the head of crime support on the CCMT, aims to bring about increased corporacy and more consistent and effective service delivery. This approach has the potential to deliver the improvements required and there is some evidence to suggest this is beginning to happen.

- There are many young and inexperienced supervisors/managers and staff undertaking acting positions. They need clear direction as to what is expected of a manager and support and training to enable them to develop their leadership and managerial skills. Promoting leadership principles and further developing leadership skills at middle management level will be key. A programme to achieve this goal is under way.

- Some staff expressed the view that the 'challenge and change' programme had not been communicated well. This was particularly so among inspectors, sergeants, constables and some support staff. An evaluation of the 'challenge and change' communication strategy is necessary to ensure that as the next phase is implemented, messages reach the widest audience in an effective way.

- Police staff are most likely to be affected by the 'challenge and change' process and it is therefore essential there are effective mechanisms to ensure their views are fully considered in the strategic decision-making process.

- The best value process is being adapted to cover those areas graded Fair in baseline assessment. Some BVRs undertaken in the past have been slow to reach fruition, although changes to the process should help to speed implementation.

7B   Strategic Management

Good	Stable

Strengths

- Over the past three years, a clear strategic vision for the future of policing in Thames Valley has underpinned 'challenge and change', a three-phase programme that has established organisational principles and delivered a new structure (effective from 1 April 2005) of five BCUs and 16 local policing areas. The final phase addresses support for the new structures, creating the capability and capacity needed by a strategic police force, rationalising corporate support services, organisational design and knowledge management.

- In order to deliver massive organisational change, sound programme and project management structures and processes have been established. Key elements include the programme direction group, progress group and the programme and project support unit. The system has the confidence of managers who believe it provides clear decision making, prioritisation, awareness, and the means to hold project delivery staff to account.

- A comprehensive web-based suite of strategic plans have been published for 2005/06, setting out a clear corporate aim, values and strategic objectives and key performance targets. There is good linkage between plans at national, force and local levels. A delivery plan sets out in detail the development work to be completed in 2005/06 in support of those objectives.

- Defined criteria exist against which bids for increases in revenue budgets are determined: legal requirement; code of practice; operationally essential; lost grant; invest to save; and public benefit. This approach has helped chief officers and the authority to assess the impact and risks of budgetary decisions and ensure that resources are allocated to priorities effectively.

- The police authority is fully engaged in the planning cycle and the joint processes for using the views of the public and stakeholders in priorities and plans are wide-ranging and effective. External stakeholders have high regard for the time and effort devoted by the Chief Constable and the chair of the police authority to explaining their roles and engaging with them to determine policing priorities. This work is particularly impressive given the complex network of local authorities and other partner agencies in the Thames Valley region.

- In parallel with the force restructuring, new corporate governance arrangements have been introduced – BCU committees (police authority committees) and local area policing boards. Early indications are these arrangements will improve engagement with partners, joint planning and accountability.

- The approach to risk management was improved in 2004. Re-definition and broadening of the role of the force risk manager and better links to the programme direction group have reduced duplication and ensured that the system identifies and addresses a wide range of corporate risk.

Areas for Improvement

- Many good quality products and media are used to communicate key messages to staff – the accessibility of the Chief Constable and his 'chief's review' in *Weekly*

Orders set a high standard for openness. At the time of this assessment, however, the communications strategy, both internal and external, was being rewritten to reflect the needs of the restructured organisation.

- Within the generally excellent programme and project management system, further progress is needed on developing a business benefits strategy. A business benefits manager has been employed on a trial basis to implement a series of improvements.

7C Performance Management and Continuous Improvement

Good	Improved

Strengths

- In recent years an expectation that senior managers will be regularly and robustly held to account for performance has become firmly established. Published performance objectives in chief officer's PDRs and a performance group (PG) process have set a standard that is becoming embedded throughout the organisation.

- A PG, chaired by the DCC, meets on a different BCU each month, attended by chief officers, BCU commanders, departmental heads, Authority members and some external partners. Its operating principles are: accurate and timely intelligence; effective tactics; rapid deployment of resources; and relentless follow-up and assessment.

- In addition to holding BCUs to account robustly but constructively, the PG also examines complete processes to identify obstructions to performance improvement. On several occasions this approach has led to action being required from headquarters departments to improve support for the front line.

- A comprehensive performance management framework was drawn up in March 2005. It draws upon previous well-established TVP systems and recent Home Office guidance to set out a model for the restructured organisation to be applied at force, departmental and BCU levels.

- An effective internal inspection process has been operating for some years, based originally on the HMIC 'Going Local' model. The new performance framework includes revised arrangements for in-force inspection, with a proposal that the five new BCUs will inspected in the latter part of 2005/06. These inspections will be led by ACC (local policing) and fully integrated into other elements of the framework, focusing on those issues identified as being priorities for improvement.

- The force and the police authority have a good record of co-operation in the creation of their BVR programme and the subsequent implementation of change following reviews.

- The practice of using PDRs to ensure that every member of staff has annual personal objectives that support the achievement of force and local objectives is well-established and completion rates are consistently high.

- A wide range of good quality performance information is available on the intranet, already providing effective support for performance management processes. Closer to real-time data will become available during the current year. Good progress has been made on procuring the national management information system that was being rolled out at the time of this assessment.

- The steady decline in detection rates in the first half of 2004/05 suggested that performance management systems were not fully effective in identifying and rectifying emerging problems. The excellent improvement in sanction detections since November 2005, however, demonstrates a real capability to impact positively on core operational activity (see also 3D). This operation, however, overshadowed

other performance management activity between November 2004 and April 2005 and has been extended to cover other performance issues.

- Thames Valley's performance has to be viewed in the context of its commitment to data quality through rigorous audit. This was demonstrated by the way in which action to ensure ethical practices was a key part of the sanctions detection operation. It is important, however, that systems, training and procedures are designed to reduce the need for retrospective auditing, and that, as planned, the new enlarged BCUs take on some of the data quality functions currently centralised.

Areas for Improvement

- At the time of this assessment, the PG process was being reviewed in the light of force restructuring and the development of a similar process at BCU level. The increasing importance of the weekly sanction detections meetings was another reason for the review. Areas for consideration include the numbers attending the monthly meetings (it has been as many as 80) and making the meetings more strategic, as opposed to micro-management of very local problems. Making the meetings more strategic might enable the TTCG to expand the extent to which it drives tactical resource deployment. While the involvement of external partners is a real strength, it is important that those who attend are clear about their role in the meetings.

- Central to the new performance management model is a framework for performance management in the new enlarged BCUs. This includes creating a BCU performance group process (to precede force-level PG), a BCU inspection and audit capability, a self-assessment model, and corporate standards for inspection and review activity. With central guidance and support, it is planned to implement the consistent model force-wide by March 2006.

- At a time of major organisational change, the extent of the current investment in inspection and review activity is necessary and justified. The aim, however, should be to establish adherence to consistent corporate standards that will require less checking. If the BCU performance management model is successful, there may be scope for some reduction in central inspection and review.

- At the time of this assessment, there were still some delays in producing fast-time data due to manual crime recording and transmission of forms. This should become a thing of the past by December 2005 with the roll-out of full central crime recording.

Appendix 1: Performance Tables

1A: Fairness and Equality							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (**SPI 3a**)	N/A	43.0%	N/A	51.4%	6 out of 8	48.6%	27 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided (**SPI 3a**)	N/A	70.6%	N/A	73.4%	4 out of 8	71.5%	23 out of 37
% of white users very/completely satisfied with respect to the overall service provided (**SPI 3b**)	N/A	53.2%	N/A	57.8%	7 out of 8	56.8%	32 out of 37
% of users from BME groups very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	46.3%	N/A	49.2%	6 out of 8	44.1%	26 out of 37
Difference between very/completely satisfied rates (**SPI 3b**)	N/A	6.81 pts	N/A	8.61 pts	N/A	12.7 pts	N/A
% of white users satisfied with respect to the overall service provided (**SPI 3b**)	N/A	74.9%	N/A	78.0%	7 out of 8	78.0%	32 out of 37
% of users from BME groups satisfied with respect to the overall service provided (**SPI 3b**)	N/A	72.6%	N/A	73.8%	6 out of 8	71.2%	22 out of 37
Difference between satisfied rates (**SPI 3b**)	N/A	2.21 pts	N/A	4.25 pts	N/A	6.8 pts	N/A
% of PACE stop/searches of white persons which lead to arrest (**SPI 3c**)	N/A	*	N/A	*	N/A	*	N/A
% of PACE stop/searches of persons from BME groups which lead to arrest (**SPI 3c**)	N/A	*	N/A	*	N/A	*	N/A
Difference between PACE arrest rates (**SPI 3c**)	N/A	*	N/A	*	N/A	*	N/A
% detected violence against the person offences for victims from BME groups (**SPI 3d**)	N/A	23.0%	N/A	28.6%	6 out of 6	24.7%	31 out of 34
% detected violence against the person offences for white victims (**SPI 3d**)	N/A	29.3%	N/A	35.6%	4 out of 6	34.6%	27 out of 34
Difference in violence against the person detection rates. (**SPI 3d**)	N/A	6.321 pts	N/A	7.06 pts	N/A	9.9 pts	N/A
Difference between PACE stop/searches per 1,000 white and per BME population	N/A	*	N/A	*	N/A	*	N/A
Racially or religiously aggravated offences per 1000 population	0.52	0.55	4.5 %	0.50	N/A	0.70	N/A
% detected racially or religiously aggravated offences	31.2%	28.3%	-2.8 Pts	41.0%	8 out of 8	36.4%	41 out of 43

1B: Neighbourhood Policing and Community Engagement							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% of people who think that their local police do a good job (**SPI 2a**)	N/A	49.6%	N/A	47.6%	3 out of 8	48.6%	16 out of 42

* This data was not available at time of publication

1C: Customer Service and Accessibility							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to making contact with the police **(SPI 1a)**	N/A	68.1%	N/A	69.2%	5 out of 8	65.9%	21 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to action taken by the police **(SPI 1b)**	N/A	50.5%	N/A	56.4%	7 out of 8	54.9%	34 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to being kept informed of progress **(SPI 1c)**	N/A	35.8%	N/A	40.3%	6 out of 8	38.8%	30 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to their treatment by staff **(SPI 1d)**	N/A	63.8%	N/A	71.5%	7 out of 8	69.5%	32 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to the overall service provided **(SPI 1e)**	N/A	52.6%	N/A	57.5%	7 out of 8	55.6%	32 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to making contact with the police **(SPI 1a)**	N/A	87.7%	N/A	88.7%	6 out of 8	87.8%	24 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to action taken by the police **(SPI 1b)**	N/A	69.3%	N/A	75.1%	7 out of 8	75.4%	34 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to being kept informed of progress **(SPI 1c)**	N/A	52.2%	N/A	58.4%	8 out of 8	58.5%	33 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to their treatment by staff **(SPI 1d)**	N/A	83.6%	N/A	87.9%	8 out of 8	87.8%	34 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to the overall service provided **(SPI 1e)**	N/A	74.5%	N/A	77.7%	7 out of 8	77.3%	31 out of 37
% of people who think that their local police do good job **(SPI 2a)**	N/A	49.6%	N/A	47.6%	3 out of 8	48.6%	16 out of 42
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (**SPI 3a**)	N/A	43.0%	N/A	51.4%	6 out of 8	48.6%	27 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided **(SPI 3a)**	N/A	70.6%	N/A	73.4%	4 out of 8	71.5%	23 out of 37
% of PA buildings open to the public which are suitable for and accessible to disabled people	38.6%	*	N/A	66.5%	N/A	76.9%	N/A

* This data was not available at time of publication

2A: Reducing Hate Crime and Crimes Against Vulnerable Victims							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident **(SPI 8a)**	30.5%	50.8%	20.2 Pts	44.3%	2 out of 4	55.7%	23 out of 28
% of partner-on-partner violence **(SPI 8b)**	86.0%	83.7%	-2.4 Pts	80.2%	-	74.1%	-
Racially or religiously aggravated offences per 1000 population	0.52	0.55	4.5 %	0.50	N/A	0.70	N/A
% detected racially or religiously aggravated offences	31.2%	28.3%	-2.8 Pts	41.0%	8 out of 8	36.4%	41 out of 43

2B: Volume Crime Reduction							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) **(SPI 4a)**	7.4%	9.1%	1.7 Pts	6.5%	6 out of 8	5.3%	37 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime **(SPI 4b)**	20.7%	18.5%	-2.1 Pts	18.1%	5 out of 8	17.9%	28 out of 42
Domestic Burglary per 1,000 households **(SPI 5a)**	16.71	13.65	-18.3 %	10.83	7 out of 8	14.40	30 out of 43
Violent crime per 1,000 population **(SPI 5b)**	15.38	18.12	17.8 %	18.61	5 out of 8	22.44	17 out of 42
Robberies per 1,000 population **(SPI 5c)**	1.08	0.93	-13.9 %	0.82	7 out of 8	1.68	30 out of 42
Vehicle crime per 1,000 population **(SPI 5d)**	16.79	14.69	-12.5 %	12.28	7 out of 8	13.99	29 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.30	0.31	4.1 %	0.37	2 out of 8	0.61	12 out of 42
Total recorded crime per 1000 population	99.53	97.17	-2.4 %	93.06	6 out of 8	105.37	24 out of 42
Violent Crime committed by a stranger per 1,000 population	8.61	10.59	23 %	6.88	7 out of 7	9.87	27 out of 34
Violent Crime committed in a public place per 1,000 population	9.79	11.33	15.7 %	11.14	5 out of 7	13.86	19 out of 34
Violent Crime committed under the influence of intoxicating substances per 1,000 population	2.84	4.11	44.6 %	4.34	4 out of 7	4.16	16 out of 32
Violent crime committed in connection with licensed premises per 1,000 population	1.02	1.07	5.8 %	1.15	3 out of 7	1.44	10 out of 32
% of domestic burglaries where the property has been burgled in the previous 12 months	9.7%	8.6%	-1.1 Pts	7.1%	6 out of 7	8.3%	26 out of 37

* This data was not available at time of publication

2C: Working with Partners to Reduce Crime							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) **(SPI 4a)**	7.4%	9.1%	1.7 Pts	6.5%	6 out of 8	5.3%	37 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime **(SPI 4b)**	20.7%	18.5%	-2.1 Pts	18.1%	5 out of 8	17.9%	28 out of 42
Domestic Burglary per 1,000 households **(SPI 5a)**	16.71	13.65	-18.3 %	10.83	7 out of 8	14.40	30 out of 43
Violent crime per 1,000 population **(SPI 5b)**	15.38	18.12	17.8 %	18.61	5 out of 8	22.44	17 out of 42
Robberies per 1,000 population **(SPI 5c)**	1.08	0.93	-13.9 %	0.82	7 out of 8	1.68	30 out of 42
Vehicle crime per 1,000 population **(SPI 5d)**	16.79	14.69	-12.5 %	12.28	7 out of 8	13.99	29 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.30	0.31	4.1 %	0.37	2 out of 8	0.61	12 out of 42
Total recorded crime per 1000 population	99.53	97.17	-2.4 %	93.06	6 out of 8	105.37	24 out of 42

3A: Investigating Major and Serious Crime							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.30	0.31	4.1 %	0.37	2 out of 8	0.61	12 out of 42
Number of abductions per 10,000 population	0.085	-0.005	-105.6 %	0.021	1 out of 8	0.016	2 out of 42
% of abduction crimes detected	11.1%	0.0%	-11.1 Pts	33.3%	4= out of 8	34.9%	15= out of 43
Number of attempted murders per 10,000 population	0.11	0.12	8.3 %	0.13	5 out of 8	0.14	26 out of 42
% of attempted murder crimes detected	70.8%	65.4%	-5.4 Pts	74.2%	7 out of 8	72.7%	35 out of 43
Number of blackmail per 10,000 population	0.185	0.22	20.5 %	0.2	7 out of 8	0.28	33 out of 42
% of blackmail crimes detected	30.8%	14.9%	-15.9 Pts	26.3%	8 out of 8	26.2%	38 out of 43
Number of kidnappings per 10,000 population	0.303	0.36	18.8 %	0.35	5 out of 8	0.53	21 out of 42
% of kidnapping crimes detected	39.1%	31.6%	-7.5 Pts	46.0%	7 out of 8	44.3%	36 out of 43
Number of manslaughters per 10,000 population	0.014	0.014	0 %	0.025	4 out of 8	0.025	12 out of 42
% of manslaughter crimes detected	100.0%	66.7%	-33.3 Pts	84.0%	6 out of 8	119.2%	20= out of 43
Number of murders per 10,000 population	0.085	0.109	27.8 %	0.082	7 out of 8	0.138	25 out of 42
% of murder crimes detected	72.2%	117.4%	45.2 Pts	102.4%	2 out of 8	94.5%	8 out of 43
Number of rapes per 10,000 population	2.06	1.90	-8 %	2.32	N/A	2.65	N/A
% of rape crimes detected	18.3%	24.2%	5.8 Pts	25.9%	6 out of 8	29.5%	31 out of 43

* This data was not available at time of publication

3B: Tackling Level 2 Criminality							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
Violent crime per 1,000 population **(SPI 5b)**	15.38	18.12	17.8 %	18.61	5 out of 8	22.44	17 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.30	0.31	4.1 %	0.37	2 out of 8	0.61	12 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population **(SPI 6c)**	0.17	0.14	-14.7 %	0.17	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine **(SPI 6c)**	22.1%	27.9%	25.8 %	24.0%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin **(SPI 6c)**	34.8%	35.9%	3.2 %	36.7%	N/A	43.7%	N/A
Number of joint operations between the force and NCS	1.00	2.00	100 %	7.25	N/A	3.94	N/A
Number of joint operations between the force and Revenue and Customs	11	5	-54.5 %	8.8	N/A	6.78	N/A
No. of confiscation orders	46	36	-21.7 %	12.1	N/A	43.16	N/A
Total value of confiscation orders	£1,235,246	£458,714	-62.9 %	£515,749	N/A	£1,179,340	N/A
No. of forfeiture orders	42	18	-57.1 %	6.6	N/A	18.21	N/A
Forfeiture value	£132,324	£37,161	-71.9 %	£7,865	N/A	£79,822	N/A
Trafficking in controlled drugs per 1000 population	0.29	0.28	-2.8 %	0.32	3 out of 8	0.45	7 out of 42
% detected trafficking in controlled drugs offences	90.8%	92.9%	2.1 Pts	93.4%	5 out of 8	91.7%	20 out of 43

3C: Investigating Hate Crime and Crime Against Vulnerable Victims							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident **(SPI 8a)**	30.5%	50.8%	20.2 Pts	44.3%	2 out of 4	55.7%	23 out of 28
% of partner-on-partner violence **(SPI 8b)**	86.0%	83.7%	-2.4 Pts	80.2%	N/A	74.1%	N/A
Racially or religiously aggravated offences per 1000 population	0.52	0.55	4.5 %	0.5	N/A	0.7	N/A
% detected racially or religiously aggravated offences	31.2%	28.3%	-2.8 Pts	41.0%	8 out of 8	36.4%	41 out of 43

* This data was not available at time of publication

3D: Volume Crime Investigation							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% detected of vehicle crimes **(SPI 7e)**	10.3%	11.9%	1.6 Pts	11.6%	5 out of 8	10.1%	21 out of 43
% detected of violent crime **(SPI 7c)**	48.3%	49.5%	1.2 Pts	53.1%	5 out of 8	49.5%	30 out of 43
% detected of domestic burglaries **(SPI 7b)**	14.3%	16.3%	2 Pts	19.8%	6 out of 8	15.9%	23 out of 43
% detected of robberies **(SPI 7d)**	25.2%	24.5%	-0.7 Pts	24.8%	3 out of 8	19.9%	24 out of 43
% of notifiable/recorded offences resulting in a charge, summons, caution or taken into consideration at court **(SPI 7a)**	17.4%	23.2%	5.8 Pts	22.3%	2 out of 8	21.4%	21 out of 43
% total crime detected	23.0%	26.3%	3.2 Pts	26.6%	6 out of 8	25.7%	28 out of 43
% sanction detected of vehicle crimes	8.9%	10.7%	1.8 Pts	10.6%	5 out of 8	9.3%	22 out of 43
% sanction detected of violent crime	30.2%	36.7%	6.4 Pts	36.7%	4 out of 8	34.3%	26 out of 43
% sanction detected of domestic burglaries	13.8%	15.8%	1.9 Pts	18.1%	6 out of 8	14.3%	20 out of 43
% sanction detected of robberies	23.1%	23.5%	0.4 Pts	22.2%	3 out of 8	17.2%	19 out of 43
% detected racially or religiously aggravated offences	31.2%	28.3%	-2.8 Pts	41.0%	8 out of 8	36.4%	41 out of 43
Number of notifiable/recorded offences resulting in conviction, caution into consideration at court **(SPI 6a)**	34478	42044	21.9 %	23798	N/A	27381	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6b)**	16.5%	20.5%	3.9 Pts	20.3%	4 out of 8	20.7%	30 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population **(SPI 6c)**	0.17	0.14	-14.7 %	0.17	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine **(SPI 6c)**	22.1%	27.9%	25.8 %	24.0%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin **(SPI 6c)**	34.8%	35.9%	3.2 %	36.7%	N/A	43.7%	N/A

* This data was not available at time of publication

3E: Forensic Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Burglary Dwelling - % scenes examined	86.0%	87.9%	1.9 Pts	88.6%	6 out of 8	85.4%	20 out of 42
Theft of motor vehicle (MV) - % scenes examined	48.0%	37.5%	-10.5 Pts	53.2%	8 out of 8	40.1%	37 out of 42
% fingerprint recovery from burglary dwelling scenes examined	29.0%	45.8%	16.8 Pts	44.1%	4 out of 8	32.1%	8 out of 42
% fingerprint recovery from theft of MV scenes examined	35.0%	60.1%	25.1 Pts	55.7%	4 out of 8	48.9%	11 out of 42
% DNA recovery from burglary scenes examined	9.0%	14.9%	5.9 Pts	10.4%	1 out of 8	8.2%	4 out of 42
% DNA recovery from theft of MV scenes examined	21.0%	25.5%	4.5 Pts	20.2%	2 out of 8	20.1%	11 out of 42
% fingerprint idents from recovery at burglary dwelling scenes	14.0%	11.1%	-2.9 Pts	13.3%	6 out of 8	16.8%	39 out of 42
% DNA matches from recovery at burglary dwelling scenes	N/A	16.5%	N/A	27.7%	8 out of 8	35.5%	41 out of 42
% DNA matches from recovery at theft of MV scenes	N/A	30.0%	N/A	34.7%	6 out of 8	38.3%	30 out of 42
% fingerprint indents from recovery at theft of MV scenes	24.0%	23.9%	-0.1 Pts	23.4%	5 out of 8	27.9%	28 out of 42
% conversion of fingerprint idents to primary detections	49.0%	36.4%	-12.6 Pts	50.6%	7 out of 8	45.3%	32 out of 41
% conversion of fingerprint idents to total detections (incl. secondary)	102.0%	142.1%	40.1 Pts	115.8%	3 out of 8	82.5%	4 out of 41
% DNA primary detections per match	49.0%	45.0%	-4 Pts	53.2%	6 out of 8	49.5%	33 out of 42
% DNA total detections per match (incl. secondary)	114.0%	175.9%	61.9 Pts	121.4%	2 out of 8	88.7%	3 out of 42

3F: Criminal Justice Processes							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6a)**	34478	42044	21.9 %	N/A	N/A	N/A	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6b)**	16.5%	20.5%	4 Pts	20.3%	4 out of 8	20.7%	30 out of 42
% of arrest summons entered onto the PNC in one day (target 90%)	82.8%	83.2%	0.4 Pts	81.8%	3 out of 8	82.0%	20 out of 43
% of court results entered onto the PNC in 10 days	54.5%	77.9%	23.5 Pts	51.5%	1 out of 8	54.5%	6 out of 43
Number of sanction detections	36,563	47,666	30.4 %	N/A	N/A	N/A	N/A
PYOs arrest to sentence within 71 day target (from COMPASS)	N/A	*	N/A	*	N/A	*	N/A
Prosecution Team performance measurement - using COMPASS data	N/A	*	N/A	*	N/A	*	N/A
Management and targeted execution of warrants (COMPASS)	N/A	*	N/A	*	N/A	*	N/A
Implementation of pre-charge advice and monitoring of 47(3) bail (COMPASS)	N/A	*	N/A	*	N/A	*	N/A

* This data was not available at time of publication

4A: Reassurance							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
BCS Fear of Crime (% very worried about burglary) **(SPI 10a)**	11.0%	9.4%	-1.6 Pts	10.2%	4 out of 8	11.3%	17 out of 42
BCS Fear of Crime (% high levels of worry about vehicle crime) **(SPI 10a)**	13.4%	9.8%	-3.7 Pts	12.0%	3 out of 8	12.5%	12 out of 42
BCS Fear of Crime (% high levels of worry about violent crime) **(SPI 10a)**	15.5%	13.7%	-1.8 Pts	15.3%	5 out of 8	15.1%	24 out of 42
BCS Feeling of Public Safety (% high levels of perceived disorder) **(SPI 10b)**	14.0%	15.0%	0.9 Pts	15.0%	3 out of 8	15.8%	21 out of 42
% of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months.	18.6%	21.7%	3 Pts	36.0%	1 out of 7	37.8%	6 out of 34
% of domestic burglaries where the property has been burgled in the previous 12 months	9.7%	8.6%	-1.1 Pts	7.1%	6 out of 7	8.3%	26 out of 37

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

5A Call Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
The local target time for answering 999 calls (secs)	10.	10.	0 %	11.	N/A	11.1	N/A
Number of calls answered within local target time	292,431	317,540	8.6 %	N/A	N/A	N/A	N/A
% of 999 calls answered within locally set target time	88.6%	89.5%	0.9 Pts	89.5%	4 out of 7	87.3%	22 out of 39

* This data was not available at time of publication

5B: Providing Specialist Operational Support							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Total number of operations involving the deployment of Authorised Firearms Officers where the issue of a firearm was authorised	195	289	48.2 %	N/A	N/A	N/A	N/A
Number of operations where the officers have not commenced operations before being stood down	0	*	N/A	N/A	N/A	N/A	N/A

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

6A: Human Resource Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of working hours lost due to sickness per police officers (SPI 13a)	75.29	65.09	-13.5 %	60.64	4 out of 8	70.57	9 out of 37
Number of working hours lost due to sickness per police staff (SPI 13b)	77.19	65.32	-15.4 %	54.65	5 out of 8	63.72	21 out of 37
Medical retirements per 1,000 police officers	4.14	1.91	-53.9 %	2.37	3 out of 8	2.9	8 out of 39
Medical retirements per 1,000 police staff	1.91	0.38	-79.9 %	1.09	1 out of 8	2.16	3 out of 39

* This data was not available at time of publication

6C: Race and Diversity							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% of police recruits from BME groups **(SPI 12a)**	4.2%	4.0%	-0.2 Pts	3.7%	N/A	3.9%	N/A
% of people from BME groups in the economically active population of the force area **(SPI 12a)**	N/A	7.6%	N/A	4.8%	N/A	8.0%	N/A
Ratio of BME groups resigning to all officer resignations **(SPI 12b)** (White officers: visible minority ethnic officers)	1: 0.88	1: 1.97	125.1 %	1: 1.28	7 out of 8	1: 1.47	26 out of 37
% of female officers compared to overall force strength **(SPI 12c)**	21.8%	23.0%	1.2 Pts	23.2%	4 out of 7	21.2%	10 out of 42
% of female police staff compared to total police staff	63.4%	62.9%	-0.5 Pts	63.7%	5 out of 7	62.3%	22 out of 42
% of white police officer applicants appointed	N/A	*	N/A	21.7%	N/A	26.9%	N/A
% of BME police officer applicants appointed	N/A	*	N/A	11.0%	N/A	24.0%	N/A
Difference in % of applicants appointed	N/A	*	N/A	10 pts	N/A	2.8 pts	N/A
% of female police officer applicants appointed	N/A	*	N/A	25.1%	N/A	29.1%	N/A
% of male police officer applicants appointed	N/A	*	N/A	19.2%	N/A	24.2%	N/A
Difference in % of applicants appointed	N/A	*	N/A	5.8 pts	N/A	4.9 pts	N/A
Difference between voluntary resignation rates of male and female officers	1: 1.36	1: 1.29	-4.8 %	1: 1.36	4 out of 8	1: 1.41	17 out of 39

6D: Resource Management							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% of police officer time available for frontline policing **(SPI 11a)**	N/A	*	N/A	*	N/A	*	N/A
% of time spent on frontline duties (including crime prevention activities) by all police officers and staff (including CSOs)	N/A	*	N/A	*	N/A	*	N/A
% of police officer time spent on visible patrol	N/A	*	N/A	*	N/A	*	N/A
% of police officers in operational posts	91.5%	90.4%	-1.1 Pts	90.5%	4 out of 7	88.2%	26 out of 41
Total spending per police officer	£71,265.26	£74,358.80	4.3 %	£71,661.43	N/A	£121,668.41	N/A
Total spending per 1,000 population	£138,397.38	£147,461.35	6.5 %	£146,466.12	N/A	£320,496.85	N/A

* This data was not available at time of publication

Appendix 2: Glossary of Terms and Abbreviations

ABC	Acceptable Behaviour Contract
ACC	assistant chief constable
ACPO	Association of Chief Police Officers
AFI	areas for improvement
ANPR	automatic number plate recognition
ASB	anti-social behaviour
ASBO	anti-social behaviour order
BCS	British Crime Survey
BCU	basic command unit
BME	black and minority ethnic
BPA	Black Police Association
BVR	Best Value Review
CARRO	community and race relations officer
CCMT	Chief constable's management team
CDRP	Crime and Disorder Reduction Partnership
CEDAR	Computerised crime management system
COMPASS	a national information technology system for tracking, managing and recording caseload information
CPS	Crown Prosecution Service
CRE	Commission for Racial Equality
DCC	deputy chief constable
DDA	Disability Discrimination Act
DNA	deoxyribonucleic acid

DV	domestic violence
FIB	force intelligence bureau
FIU	forensic investigation unit
FLO	family liaison officer
Gender Agenda	an ACPO/Home Office initiative to promote equal opportunities for women in the police service
Glidewell	Review of the Crown Prosecution Service, Cm 3960 (June 1998)
H&S	health and safety
HMIC	Her Majesty's Inspectorate of Constabulary
HOLMES	Home Office Large Major Enquiry System
HR	human resource
IAG	independent advisory group
ICT	information and communications technology
IS/IT	information services / information technology
LCJB	local criminal justice board
Level 2 Criminality	criminal activity that takes place on a cross-boundary basis
LPA	local policing area
MAPPA	multi-agency police protection arrangements
MSF	most similar force(s)
MV	motor vehicle
NAFIS	National Automated Fingerprint Identification System
NCIS	National Crime Intelligence Service
NCPE	National Centre for Policing Excellence
NCRS	National Crime Recording Standard

NCS	National Crime Squad
NIM	National Intelligence Model
NSPIS	National Strategy for Police Information Systems
OBTJ	offences brought to justice
PA	police authority
PACE	Police and Criminal Evidence Act
PCSO	police community support officer
PDR	performance development review
PEC	police enquiry centre
PG	performance group
PNC	Police National Computer
POCA	Proceeds of Crime Act 2004
PPAF	police performance assessment framework
PPU	public protection unit
PYO	persistent young offender
QA	quality assurance
REC	race equality council
RES	race equality scheme
RPU	roads policing unit
RTC	road traffic collision
Sanction Detections	offences that are detected by way of charge, summons, caution, fixed penalty for disorder or offences admitted on a signed 'taken into consideration' schedule
SARA	scanning, analysis, response, assessment
SGC	specific grading criteria

SIO	senior investigating officer
SOP	standard operating procedure
SPI	statutory performance indicators (SPIs) are used to monitor key aspects of police performance and form a critical component of performance assessments. SPIs are set each year following consultation with partners in line with powers under the Local Government Act 1999. SPIs are also known as 'best value performance indicators'
TIC	offences taken into consideration when admitted in court
TPB	training prioritisation board
TTCG	tactical tasking and coordinating group
TVP	Thames Valley Police
Volume Crime	not a technical term but normally refers to high incidence vehicle crime, burglary and in some areas robbery
YOT	youth offending team