Her Majesty's Inspectorate of Constabulary

Baseline Assessment
Wiltshire Constabulary

October 2005

Contents

Introduction to Baseline Assessment

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

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

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

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

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

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

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

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

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

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

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

The Future Development and Application of Baseline Assessment

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

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

Conclusion

This assessment is the result of on-site work conducted by HMIC staff officers, on behalf of HM Inspector 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 Wiltshire in terms of demography, policing environment and other socio-economic factors: Cambridgeshire, Cheshire, Gloucestershire, North Yorkshire, Suffolk, Warwickshire and West Mercia. When making comparisons in this report, the average performance in this group, known as the MSF group, will be used.

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

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

This is a small, mainly rural constabulary with a resident population of 613,010 occupying some 251,807 households. It includes the expanding conurbation of Swindon, the historic city of Salisbury and many market towns and villages.

Policing is delivered by three basic command units (BCUs) based at Salisbury, Melksham and Swindon. The BCUs are supported by several headquarters departments at Devizes, including operations, criminal investigation, community safety and criminal justice, corporate development, human resource (HR), finance and professional standards. In April 1999 divisional boundaries were realigned to match those of local authorities and this has helped the development of effective partnership arrangements.

The command team comprises the Chief Constable, the Deputy Chief Constable (DCC), whose responsibilities include corporate development, criminal justice, professional standards and HR, an Assistant Chief Constable (ACC) with the operations portfolio, and a Director of finance and facilities.

Following a long period of stability in the top team and among senior managers, the last two years have seen a significant number of changes with the loss of the DCC on promotion and experienced superintendents on retirement or secondment. In a small force such high turnover of staff can have a major impact although, by sensible use of staff in 'acting' positions and suitable promotions, the situation has been handled well. The Chief Constable retired in September 2004 following an outstanding career and the Director of finance and facilities retired in the autumn, having given 48 years' loyal service to the constabulary. Arrangements to ensure a smooth succession have proved effective and the skills, energy and commitment of the new Chief Constable and Director of finance have contributed to a top team well positioned to tackle the challenges ahead.

Planned net revenue expenditure for 2005/06 is £92.6 million. At 31 March 2005 there were 1,228 police officers, 812 police staff, and 41 police community support officers (all full time equivalent) and there were 174 special constables. The force has a good record of financial management and is in a sound financial position. A devolved financial environment incorporates a strict culture of not overspending. The low budget settlement has nevertheless required savings to be made, some use of reserves and minor adjustments to staffing levels to keep within budget. Police numbers per head of population are, however, above the average in the most similar force (MSF) group.

This is a low crime area, with the county showing the lowest total recorded crime per 1,000 population in England and Wales, and the people of Wiltshire have relatively low fear of crime. Further significant reductions in crime were achieved in 2004/05, and the overall detection rate improved slightly. While the overall detection rate matched the MSF average, the rates for burglary of people's homes and motor vehicle crime remained below the averages. It should be noted, however, that action to improve investigative performance in 2004/05 was hampered by three category A murders and a series of other major inquiries, most of which were brought to successful conclusions in a relatively short time. This pressure also highlighted the limited resources dedicated to major crime investigation and combating level 2 criminality.

The management culture is supportive, inclusive and empowering. The relationship with the police authority is one of genuine partnership and joint working. A high level of devolvement has helped creativity and innovation. It has, however, created challenges when there has been a need to introduce centrally directed systems requiring a high degree of corporacy, such as the National Intelligence Model (NIM), and consistent corporate approaches to crime investigation and incident response.

The force is moving towards giving more officers and police staff responsibility for a geographic area and employing long-term problem-solving approaches, while sustaining its capacity to respond where necessary to emergencies. This move towards a neighbourhood policing model has coincided with the need to ensure compliance with NIM 2 by October 2005 and an increasing focus on performance. There is much more work to do before these systems become fully effective throughout the organisation.

Improvements to strategic management processes have led to a more effective prioritising, resourcing and co-ordinating of major development projects. Project Hermes, aimed at improving demand management and use of resources, is now being rolled out. While the information technology (IT) alone will not improve performance, it will enable better management of crime investigations and other incidents; but it will require cultural change, training and support for staff before its full potential is realised. The introduction of minimum standards across a range of activity, an effective regime to monitor compliance and corporacy, and workforce modernisation are three priorities for 2005/06.

The force has a long tradition and history yet it has also shown innovation, being the first to have a shared emergency services communications centre and the first to introduce civilian investigators. The top team now has the opportunity to work together to take forward the organisation, further encouraging new ideas and ensuring excellence in diversity management, re-energising the force and developing a forward thinking culture, one which embraces the changes required by the police reform agenda.

Assessment of structures, processes and recent performance is captured in sections 1–7 of this report. Detailed performance tables are set out in Appendix 1.

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

1   Citizen Focus

Wiltshire is embracing the Government's Citizen Focus agenda, building on a well-established policing style of community engagement and reassurance. It has identified its distinct communities, forged effective relationships with key community groups, and made good progress towards delivering core services that meet the needs and expectations of communities, particularly those from black and minority ethnic (BME) groups. It benefits from having highly skilled staff, some of whom are contributing to the national agenda to ensure the delivery of fair and equitable provision of policing services. It needs to use these skills to ensure the mainstreaming of the race and diversity agenda throughout the force and in partner agencies.

There remains scope, however, for working more closely with partners in the tasking and co-ordinating process, developing a more consistent, structured approach towards multi-agency problem solving and implementing effective models for neighbourhood policing in both the urban and rural divisions.

1A   Fairness and Equality

Good

Strengths

- The new Chief Constable is very proactive on fairness and equality issues, his leadership charter emphasising the importance of equality and diversity. The agenda is driven by the DCC who chairs the equality forum, a multi-agency group focusing on external service delivery which has attained a reputation for being an effective strategic body. Established sub-groups of the equality forum have successfully progressed action plans across all aspects of the diversity agenda.

- A race equality and diversity programme board, which oversees both internal and external activity, is driving the mainstreaming of all six strands of diversity and monitoring delivery of the race equality scheme (RES) with full police authority support.

- There is a comprehensive race, equality and diversity strategy, developed following extensive consultation both internally and externally. It clearly outlines the vision to deliver a high quality of service to all communities. It is supplemented by the RES, which has been recognised as a model of good practice and which is being revised to take full account of the Commission for Racial Equality (CRE) report and the Association of Chief Police Officers (ACPO) race equality action plan. Implementation of these two documents is helping to build trust and confidence among the various diverse groups represented across the county.

- The constabulary has highly skilled and experienced staff to support its drive to ensure fairness and equality. The RES co-ordinator is active at national level and a well established community and race relations (CRR) department at Swindon provides tactical advice and guidance at Swindon and to the other BCUs on dealing with hate and related crimes.

- There are effective community networks including, for example, links with the Swindon Coalition of Disabled People, race equality councils (RECs), Age Concern, Victim Support and Gay Men's Health. Diverse community profiling is being done through the community confidence agenda in partnership with external agencies, helping the force achieve a greater understanding of the needs and expectations of its local communities and providing useful feedback to improve

policy development and operational procedures. This has been particularly helpful in an extensive review of the stop and search policy, recently launched following the requirement to document all stops.

- Community tension and impact assessments are core elements of major incident and major crime investigation, helping to inform decision making, and staff are becoming increasingly skilled in making thorough assessments. In line with the requirements of the Race Relations (Amendment) Act, 2000, a range of impact assessments has been published relating to force policies, with recommendations being fed back to the lead department for action.

- A stop and search training programme has been delivered to all officers up to inspector rank. Quality assurance of the use and effectiveness of stop and search is helped by a data management system that allows for qualitative issues to be addressed at officer level. This has assisted with monitoring to ensure the fair, justifiable and proportionate use of stop and search powers.

- The force is committed to use of the Diversity Excellence Model to quality assure their service provision across a range of services. Five partner agency representatives and 16 police personnel have received training and they will conduct internal assessments as part of the process of continuous improvement in race, equality and diversity management.

- One of the force's largest minority groups is the gypsy and travelling community and there are examples of good partnership work, particularly at Salisbury where local drop-in clinics are working effectively. Operation Litotes, which tackles distraction burglars who target the elderly, is another successful initiative with some good results being achieved through regional co-operation, and there are regular drop-in centres at gay venues in various locations.

- The BCU inspection at Salisbury highlighted the use of a Home Office premises improvement grant to refurbish the custody suite and this included improving facilities for less able persons, eg a specific interview room with wheelchair access and disabled toilet facilities in line with Disability Discrimination Act (DDA) 1995, requirements. The other two BCU headquarters, Swindon and Melksham, are both new and have good facilities.

- An ACPO race and diversity audit has been completed, indicating that partnership working was a real strength. All areas for improvement (AFIs) from the 2004 baseline assessment are being progressed through a fairness and equality work programme, which is also helping implement recommendations from recent national reports.

- The force has comparatively low levels of crime, including racist and homophobic crime. In respect of victim satisfaction, for racist incidents, 70.8% of respondents are satisfied with the overall service provided, above the MSF average.

 Areas for Improvement

- Strategies and policies are in place, policing is compliant with the ACPO hate crime manual and targets have been set for hate and similar crime. There is a wealth of activity aimed at increasing confidence and delivering an equal service to communities. There now needs to be performance improvement around detection of racially or religiously aggravated offences, which, at 35%, are the lowest in the MSF group. The force is investigating whether this may be due to inconsistency in

counting practices (see also frameworks 2A and 3C).

- There is a very high level of commitment at senior level to issues of race and diversity, which is not yet fully reflected across the whole organisation and its partners. The recent appointment of chief superintendent champions for each strand of diversity will assist.

- While the RES has been recognised as a good plan, the force acknowledges the need to continue to strengthen the systems to monitor implementation, ensure delivery of the desired outcomes and mainstream race and diversity management throughout the organisation and its partners.

- The following action could help to help mainstream fairness and equality:

  - Ensuring middle managers' performance development reviews (PDRs) and appraisals reflect performance on issues of fairness and equality. The rolling out of a really effective PDR system and completing role requirements in line with the integrated competency framework (ICF) for police staff will be key to this.
  - Establishment of a diversity unit to advise other business areas, the chief officer team, the police authority and BCUs. It could also help set targets and monitor performance outcomes while ensuring that the PDR process is fully utilised to promote issues of fairness and equality and identify training needs.

- The equality forum acts as an advisory group and there are a number of key stakeholders in the community who are contacted as and when a need arises. For a small force the setting up of a further totally independent group may not be practical as it is likely to consist of the same players. Ways are being explored to ensure current arrangements have the necessary degree of independence.

- The HR and community safety department, together with the BCU CRR departments, all play a role in ensuring equality of service. There is scope for greater co-ordination between headquarters (HQ) and the BCUs to ensure all valuable skills and expertise are best used and for more clarity about respective roles and responsibilities.

- The equality forum and its sub-groups are doing good work in the race and diversity arena. Willing volunteers from the community are the lifeblood of this type of group but there has been limited central or partnership funding to assist with their out-of-pocket expenses. For the 2005/06 financial year there has been a substantial increase in the budget for partnership activity in relation to fairness and equality issues.

1B **Neighbourhood Policing and Community Engagement**	**Good**	**Stable**

Strengths

- There is a good foundation upon which to build the sort of neighbourhood policing model the Government intends to be established nationally by 2008. Salisbury and Kennet BCU is the pathfinder site but the other two BCUs will develop their systems in parallel. At the time of this assessment a project had been launched, led by the ACC. There is already good engagement with local authorities and other partners on design of the new model.

- In both rural and urban areas there are many excellent examples of community policing teams working successfully with other agencies to tackle local crime and disorder. Local crime and disorder issues are now routinely identified at sector level and prioritisation/resourcing considered by divisional tasking and co-ordination groups.

- In Swindon, neighbourhood safety teams have been established in some areas, organised jointly by the police and the local authority. They provide a forum for the public to raise concerns at a very local level and have led to successful joint action to combat crime and anti-social behaviour. Good practice from these teams, particularly the multi-agency approach at the most local level, will make an important contribution to development of the new neighbourhood policing model.

- An updated comprehensive joint force/police authority consultation strategy has been agreed and is being implemented by a joint steering group. There is a good record of providing information to the public and seeking their support through the press and media, both at corporate level and through BCU press officers.

- The strategy includes considerable collaboration with other agencies. For example, in partnership with local authorities and other public services, the force contributes to and uses the results of People's Voice and Tomorrow's Voice. The latter is a panel of 2,500 11–17-year-olds, consulted on issues including internet safety, drugs and the provision of information.

- Although creation of an independent advisory group is still under consideration, a sub-group of the equality forum fulfils a similar function. All key minority groups are represented; there are several good examples of members assisting officers and local communities during sensitive operations and enquiries; and members have assisted with policy formulation, eg on stop and search.

- The British Crime Survey found that in 2004/05, 58% of respondents thought that their local police did 'an excellent or good job'. This was the second highest rating nationally and significantly higher than the MSF average. It is a strong indication that the strategic aim to develop a new type of neighbourhood policing is already matched by the commitment and skills of those delivering local policing services.

Areas for Improvement

- It is important that the new neighbourhood policing model sets clear standards to which both urban and rural teams adhere. They should include a role profile for community beat officers and other team members, a consistent problem-solving methodology and systems to ensure abstractions are minimised. There is still some

difficulty recruiting skilled and experienced officers for this type of work. An overall aim should be to raise the status of neighbourhood officers so that they become sought-after high-profile posts attracting the best candidates.

- Although there is a solid foundation upon which to build the neighbourhood policing model, there needs to be clarity about what is different from previous structures and practices. This should include additional resources for neighbourhood policing and new working practices for both proactive and reactive policing, integrated with the new model for crime and incident management that will result from the roll-out of Project Hermes.

- Consideration is being given to ways of increasing the community intelligence input from partner agencies in compiling strategic assessments and involving partners in tasking and co-ordinating processes. Some good practice is evident on all three BCUs but more consistency is needed if the full benefits from partnership working are to be realised.

1C Customer Service and Accessibility

Good	Stable

Strengths

- Since his appointment in 2004, the Chief Constable has initiated a programme of work to establish consistent service delivery standards – the delivery of accessible, visible and reassuring public service is now one of the four priorities in the 2005/06 annual policing plan.

- This programme has been linked with work to implement the national Quality of Service Commitment and action to prepare for a Charter Mark application. An initial action plan was completed by April 2005. It sets out in general terms the standards to be in place by November 2006, the action required and the senior managers responsible for the various workstreams.

- Action to promote accessibility includes published opening hours for the 23 permanent sites, good use of mobile police offices in rural areas, facilities shared with other emergency services and good use of police surgeries and volunteers. Regular surgeries at the Safer Swindon (one-stop) Shop have been well-received by local people and the other agencies that share the facility.

- A new methodology was used in 2004/05 to measure victim satisfaction with various aspects of policing services. Against all the indicators, the results in Wiltshire were close to MSF and national averages (see Appendix 1).

- As noted in the previous section, the proportion of the public who think their local police do an excellent or good job was the second highest nationally, significantly higher than the MSF average.

Areas for Improvement

- Call management and crime recording/investigation are two key elements of customer service. Although staff in the force control room and the contact centre are committed to providing high quality services, the management systems needed to monitor performance and quality, and to learn lessons and improve the service, are not yet in place (see also 5A).

- Project Hermes has the potential to deliver much in terms of improving the way the public can contact the police, the initial response to incidents and the service provided to victims, witnesses and other users of policing services. Although staff are well motivated to provide good quality services, current systems do not enable them to do so consistently throughout the force.

- Some use has been made of customer survey results to brief managers on trends and the causes of dissatisfaction. This activity should be expanded, however, to ensure that all sources of customer service information are used systematically to feed into action plans that are then monitored as part of the mainstream performance management framework.

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

Total recorded crime is the lowest in the country and the past year has seen further reductions. The contribution to working in partnership with other agencies has undoubtedly been a major factor in this achievement. Partnership working with distinct community groups has also paid dividends in combating domestic violence and hate crime. In this highly devolved force there is, however, a need for greater corporacy and consistency across BCUs in the structures and processes for tackling crime and managing data.

2A   Reducing Hate Crime and Crimes against Vulnerable Victims

Good	Stable

Strengths

- Combating hate crime is a high priority and local reduction targets have been set. The force continues to work in partnership to increase public confidence and encourage reporting through the use of True Vision, a reporting scheme for race and homophobic crime, and through the use of the internet to report such crime.

- These initiatives have contributed to providing a much clearer picture of who are the victims, who are the offenders and where crimes are taking place, enabling better use of an intelligence-led approach to such crimes. Racially or religiously aggravated offences, at 0.35 per 1,000 population in 2004/05, remain well below MSF and national averages.

- Good relationships with external stakeholders have assisted in policy development. Clear policies and well understood procedures for dealing with this type of crime were found during a recent BCU inspection at Salisbury.

- Appointment of a chief inspector as deputy to the head of criminal justice and community safety department has provided more resilience in the department with responsibility for policy development, monitoring and quality assurance in respect of hate crime and crimes against vulnerable persons.

- There is a network of lesbian and gay liaison officers to better manage homophobic crime and a transgender policy has been used effectively. Good relationships with key community members have also provided a conduit for acquiring and actioning useful intelligence post 9/11.

- Domestic violence is a force priority, evidenced by its major role in setting up the Wiltshire and Swindon domestic violence intervention partnership. Police expertise and assistance with funding is held in high regard by partner agencies. Repeat victimisation has fallen, from 25.7% in 2001/02 to 19.2% in 2004/05, the lowest rate in the MSF group.

- The local criminal justice board (LCJB) has undertaken an audit of domestic violence cases to identify areas for improvement. Domestic violence features highly in the 'narrowing the justice gap' plan, helping to ensure a co-ordinated approach across criminal justice agencies.

- A new child protection strategy has been implemented and a review undertaken with partner agencies of structures and procedures for protecting children, placing the force and its partners in a better position to meet the requirements of the Children Act 2004.

- Officers have to complete and submit an electronic report of domestic violence incidents before the end of their tour of duty and, after three submissions, a referral is made to the child protection unit for risk assessment. This is considered good practice.

- Recognising the need to have robust processes and structures to handle the demands on the force and its partner agencies in respect of child abuse, domestic violence, hate crime, homophobic crime and public protection arrangements for sex offenders and dangerous offenders, a comprehensive 'vulnerability' review was completed in 2005. It was sponsored by the DCC and made 49 recommendations, many of which reflect recommendations in recent HMIC reports covering these issues. When implemented, these recommendations should considerably enhance the quality of service to vulnerable victims (but see also AFIs at 3C).

- There is good practice in respect of missing persons including the use of a readily available, externally trained search team made up of members of the public.

Areas for Improvement

- Child protection, domestic violence, multi-agency police protection arrangements (MAPPA) and vulnerable adult protection have been managed locally and services have been delivered locally. Strategies, policies and co-ordination of inter-agency arrangements have been the responsibility of HQ departments, either the criminal investigation department (CID) or the criminal justice and community safety department. There is some lack of clarity about responsibility for ensuring service standards and there is lack of consistency across the BCUs, eg in data collection. Mechanisms to ensure minimum standards of delivery across the BCUs and/or a corporate model for delivering the service need to be developed.

- Community safety and criminal justice matters are dealt with by one department. The department has restructured and had some additional resources to handle the massive change agenda under way, but resilience, accommodation and succession planning for key personnel within the department need to be kept under review. The best value review on criminal justice currently under way is addressing this issue.

- There are no formal risk assessment procedures in place, with officers relying on their professional judgement when attending a domestic violence incident; and protocols for inter-agency sharing are not yet in place, although they are being developed.

- An external assessment has indicated that briefing in relation to domestic violence and child abuse incidents is limited and that national briefing model principles should be adopted. It was also noted that training for first-response officers and call takers was minimal.

- The full potential of community intelligence has yet to be realised. A review of the co-ordination and management of gathering and analysis of community intelligence is under way that needs to clarify where responsibility and ownership lies.

2B   Volume Crime Reduction

Excellent	Improved

Strengths

- In 2004/05 there were 64.4 crimes per 1,000 population, a 6.7% decrease on 2003/04, making Wiltshire the safest county in England and Wales.

- Looking at the key crimes, burglary of people's homes fell by 14.7%, placing the force second in its MSF group. Violent crime, a category where most forces have experienced an increase, fell by 6% and robbery by 22%. There was also a 9.3% reduction in motor vehicle crime. These reductions are impressive and indicate top quartile performance. They have helped to reduce the fear of crime and reflect the Wiltshire priority of working in partnership and the increasing emphasis on driving up performance.

- The 2004 National Crime Recording Standard (NCRS) audit graded the force Green for data quality, helping to legitimate the claim to be the safest county in the country – there was some criticism of audit management arrangements, which led to an overall Amber grade as full audits were only being done in two of the seven audit categories. Since that report, all categories have been subject to risk-managed internal audit with results indicating improvements across the board.

- Improvements in performance management are helping ensure any downturn in performance is quickly identified and addressed. Crime and disorder reduction partnership (CDRP) plans are being integrated with BCU plans and shared ownership for targets is evolving, as are differential targets across BCUs in line with local requirements, Swindon having higher crime levels, hence higher reduction targets, than elsewhere.

- There have been significant developments on crime management since the last baseline assessment. Responsibility for volume crime rested with division and HQ CID focused on investigating major crime. There is now greater resilience and increased skills levels in HQ CID and they are able to play a greater role in supporting BCUs in tackling volume crime. An experienced detective has been seconded to a division in a consultancy role to work with crime managers and BCU commanders with a view to delivering more effective crime management, minimum standards of investigation, and NIM principles to disrupt and deter criminals.

- Using Innovation through Excellence funding, a pilot alcohol referral scheme has been established to combat alcohol-related crime. Bail for offenders committing or charged with an alcohol-related offence may include a requirement to attend treatment sessions with fixed penalty notices being cancelled should the offender enter treatment.

Areas for Improvement

- The force was disappointed with the overall Amber grading for compliance in the 2004 NCRS audit, narrowly missing a Green grade. The report acknowledged the very significant progress being made but was critical of the management arrangements for auditing. Most of the issues have now been addressed.

- Reliance on a paper-based crime recording system, with its inherent inefficiencies, will continue in the medium term. Project Hermes, currently being rolled out, will, however, improve the day-to-day management of crime incidents.

- There is evidence to suggest that criminals are travelling to Bristol and Birmingham to collect drugs before returning and selling them in Swindon and elsewhere. The price of Class A drugs continues to fall and much volume crime is committed to fuel drugs habits. Wiltshire's performance in reducing drug-related criminality would benefit from more focused activity, the number of Class A drug supply arrests being below the MSF average. Greater enforcement activity is necessary (see tackling level 2 crime), coupled with increasing the number of Drug Treatment and Testing Orders (DTTOs) and emphasis on an education programme. The force crime strategy, which is currently under review, needs to take full account of this.

2C   Working with Partners to Reduce Crime

Excellent	Stable

Strengths

- The main agencies involved in CDRPs and other partnerships continue to think highly of the constabulary's contribution. Examples at strategic level include the active participation of the Chief Constable and the chair of the police authority in the Safer Wiltshire strategic partnership; the lead role taken by the DCC in the domestic violence intervention partnership and the chairing of the Wiltshire and Swindon road safety partnership by the ACC.

- Involvement in CDRPs is largely devolved to BCU commanders. On all three divisions they continue to play key roles, supported by community safety inspectors, in ensuring that police objectives are integrated with those of the partnerships.

- All three BCU commanders are also influential within local strategic partnerships, providing intelligence and analysis to help ensure that crime and disorder is a priority for other agencies.

- Partly in response to the wishes of local authorities and other partners, local policing is based on areas coterminous with local authority and community boundaries.

- Good progress has been made in integrating the drugs and alcohol action teams (DAATs) into CDRPs. Joint work with the DAAT training group has led to agreed police training.

- The Wiltshire and Swindon research and development partnership (WASRAD) is a good example of police working with local authorities and other agencies supporting community safety throughout Wiltshire by intelligence sharing, joint analysis and the sharing of good practice.

- Other agencies recognise the key role of police in county-wide initiatives such as the prolific and priority offender strategies and the drugs intervention programme.

- Jointly funded independent consultancy was used to produce a comprehensive county-wide audit of crime, disorder and drugs to underpin the 2005–08 CDRP strategies. Police analysts and community safety inspectors on all three BCUs made major contributions to the audit and strategy development.

- The achievement of the lowest level of total recorded crime in England and Wales in 2004/05 reflects to a great extent the success of community safety partnerships, which in turn owes much to the contribution of police, especially at BCU and neighbourhood levels.

Areas for Improvement

- The community policing and reassurance strategy includes a commitment to adopting a corporate problem-solving model. Although there are many good examples of community policing teams working with other agencies to solve local crime and disorder problems, a more corporate approach, as part of the new neighbourhood policing model, could help to identify successful initiatives and

share good practice.

- Some progress has been made in involving partners in tasking and co-ordinating processes so that better use can be made of community intelligence and the resources of partner agencies in joint action. This approach should be further developed and applied consistently.

3   Investigating Crime

For a comparatively small force, Wiltshire has established a good reputation for investigating major and serious crime and skills and experience levels among senior and middle ranking detectives has improved. Efforts have also been made to contribute to the regional drive to combat level 2 criminality. There is, however, limited dedicated capacity to combat level 2 crime and resource major investigations.

Investigative performance on volume crime has not improved in recent years and concerted action is being taken to address this. Overall detection rates are improving although those for burglary and motor vehicle crime remain comparatively low. Arrangements for dealing with crimes of child abuse, domestic violence and other vulnerable victims are subject of a review to ensure more robust arrangements and effective partnership working.

There remains scope for improving forensic management and the recently appointed head of forensic services is managing an action plan to bring this about. Good progress has been made on establishing joint working arrangements with the Crown Prosecution Service (CPS) and other criminal justice agencies with a view to improving criminal justice service delivery. The demands of the criminal justice agenda, however, will require more effective and efficient ways to deliver the service.

3A   Investigating Major and Serious Crime | Fair |

Strengths

- While the number of major and serious crimes is comparatively small, the force has a good record and reputation for effectively handling and solving major and serious crime enquiries, including high-profile cases in other force areas. Detection rates for major and serious crime were significantly above the MSF and national averages.

- After experiencing only one Category A murder in eight years, there were three in 2004, a situation exacerbated by a series of other major enquiries towards the end of the year. In spite of resourcing capacity being severely tested, suspects were charged in a comparatively short time in the Category A cases.

- Senior investigating officer resilience has been strengthened significantly in the past year and future resilience is being planned through skills development of middle ranking detectives, including attachments to major enquiry teams in other forces.

- Although the number of staff trained to fill the specialist roles in major enquiry teams is under review, the force was able to put together successful teams to cope with the surge in major and serious crime in 2004.

- There are several examples of thorough community impact assessments leading to effective action to reassure communities. Good links established with specific community groups through the equality forum have proved valuable in a number of major investigations in terms of reassurance and securing public assistance.

- In addition to provision for the standard reviews required by national guidance, a seven-day self-inspection has been introduced using a locally produced template. The head of CID has drafted proposals to strengthen regional collaboration and mutual aid for both investigations and reviews.

- Robust arrangements are in place to identify the costs of each major enquiry, to assess the likely benefits of strategic and tactical options, and to review the financial management of each case.

- Although there are no outstanding undetected murders, a detective inspector has been appointed to review a range of the more serious undetected crimes.

Areas for Improvement

- While accepting the impressive recent record in major crime investigation, the increased workload in 2004 delayed other important work led by HQ CID, including the creation of consistent procedures, crime investigation standards and improving investigatory skills on BCUs.

- In order to staff the investigation teams, resources have been drawn from the major crime support unit, other HQ teams and BCUs, having an adverse effect on proactivity and the investigation of level 1 and level 2 crime.

- It is recognised by chief officers that a permanent core major inquiry team is desirable, not least because it would reduce the effort that has to be put into negotiating the release of staff from BCUs and the disruption to other work. Research is currently being undertaken into various options, including the possibility of external funding. This is an important strategic resource management decision for the coming year.

- One consequence of limited central capacity is that the analysis of trends in homicide and the triggers for serious crime is not well developed. Little progress has therefore been made on risk assessment to identify cases where preventive action can be taken.

- There is no shared understanding of what amounts to a critical incident. Increased understanding of what constitutes a critical incident would help ensure that all officers, many of whom work unsupervised in isolated areas, are able to identify those incidents that require special management and action. At the time of assessment a policy was being drafted, the debriefing process was being reviewed and the critical incident training plan was being rewritten.

3B   Tackling Level 2 Criminality

Poor

Strengths

- For a force of this size, a reasonable contribution has been made to tackling this level of criminality across the region and knowledge of the links between local criminal networks and those within and beyond the region continues to improve.

- There is a high level of co-operation and commitment in the South West region to tackling drugs. A recent initiative developed in Wiltshire has been accepted at the regional tasking and co-ordination group (TCG) as a regional operation. The ACC leads for the region on Class A drugs, developing covert policing capability and memoranda of understanding on, for example, technical resources, and body and property recovery.

- There have been several successful level 2 operations, including one that disrupted attempts by an external organised criminal network to take over local drug distribution, and Operation Litotes, a regional multi-agency initiative aimed at distraction burglaries to which the force has seconded staff.

- There have also been successful joint operations with HM Revenue & Customs and two officers have been seconded to the Immigration Service.

- Monitoring of open-source intelligence by Wiltshire is used to produce bulletins on mass traveller incursions that are circulated throughout the region. The force now takes the regional lead on this subject.

- Good progress is being made on financial investigation and asset seizure, the force now having five investigators and an analyst with trained staff on BCUs. The number of confiscation orders almost doubled in 2004/05 and the value of the orders rose significantly.

Areas for Improvement

- Intelligence analysis continues to be hampered by the crime recording system (see also 3D) and the lack of the most effective mapping systems. There has been delay in bringing mapping products procured by the force into use. Funding has been secured, however, to improve IT support in the high-tech crime unit and covert policing capability.

- As in most forces, the lack of systems compatibility still inhibits intelligence sharing with neighbouring forces and partner agencies.

- A determined effort is being made to improve business planning and performance assessment in HQ CID. Although it is difficult to produce and use quantitative information in some areas, in others performance information can be a vital aid to improvement. Further progress is needed to ensure that managers are committed to the focus on performance and that staff have confidence in the process. Little progress has yet been made on measuring and understanding the harm to communities from serious and organised crime.

- There is, inevitably, some tension in resource allocation between the need to tackle level 2 criminality effectively and other priorities such as volume crime and high visibility policing. Since the major crime support unit (MCSU) acts as the main

central proactive unit and the level 1 surveillance team, its work has been disrupted when there is an urgent need to resource major enquiries. There is a specific commitment in the 2005/06 force policing plan to improve specialist capability to tackle level 2 criminality more effectively.

- The limited resources dedicated to combating serious and organised crime are further hampered by the fact that some key staff are multi-skilled and are often drawn away from their core roles to other duties.

- In the face of pressure from the series of major enquiries in the past year, dedicated level 2 research and analytical staff have been unable to follow up some threats identified in the strategic assessment and some intelligence with good potential.

- Although combating Class A drugs trafficking is a current priority, the number of offences fell in the past year and the total per 1,000 population remains well below the MSF and national averages.

3C Investigating Hate Crime and Crimes against Vulnerable Victims

Fair	Stable

Strengths

- The DCC actively leads and monitors implementation of the hate crime policy with assistance from the equality forum. Tackling hate crime is a key priority under Creating Safer Communities Through Partnership.

- There are informal arrangements for independent monitoring of hate and similar crime. They have proved very effective in assisting both investigation of major crime and lower level issues such as anti-social behaviour and bullying.

- The Swindon CRR department has established an excellent reputation for its work in the community and race relations arena, helping to build trust and confidence within the diverse communities of Swindon.

- Intrusive yet supportive supervision of staff investigating hate and similar crime by the CRR department is highly valued. The department also provides support and guidance for the two CRR officers on the other two divisions, helping to ensure a consistent and corporate approach across the force. There have been occasions where staff who have failed to comply with policy and procedure have been disciplined and this has sent a clear message about the standards required.

- The increase in the number of reported hate crimes is helping the force gain a clearer picture of victims, locations and offenders and analysis using NIM principles is beginning to improve detection rates.

- A gay liaison officer training programme developed and implemented in partnership with external agencies is helping raise awareness and understanding of the sensitivities required when handling victims of homophobic crime.

- In 2004/05, 74% of domestic violence incidents attended by police, where a power of arrest existed, resulted in arrests being made. This was well above the 54% national average and indicates successful implementation of the positive arrest policy. There was a 43% sanction detection rate for child victims, again well above the national average of 29%.

- In 2004/05, 71% of victims of racist incidents expressed satisfaction with the overall service provided. Although based on a small sample, this result was just above the MSF average.

Areas for improvement

- While the number offences of hate crime is relatively small, the detection rate for racially or religiously aggravated crime is the lowest in the MSF group.

- The issue of performance in relation to hate crime was highlighted at the strategic performance meeting in March 2005 and is now a standing item at that meeting. Analysis indicates a need for consistency across the force in respect of recording and measurement of this type of crime. A new hate crime database is being developed which will assist, as will the work to improve performance on volume crime.

- In spite of comprehensive up-to-date policies for dealing with hate crime, the devolved nature of the force means that there are local variations in service delivery. BCU inspection indicates that divisions have committed staff who deal sensitively with incidents but that there is no formal audit or inspection process to ensure compliance with policy, a corporate approach or to spread good practice.

- There is scope for improved handling of intelligence about hate crime and bringing issues to tasking and co-ordination groups more frequently. The good practice employed in dealing with major crime with a hate element needs to be a feature of all hate crime investigations. Profiling of race and religiously aggravated crime is now being undertaken.

- The internal vulnerability review, carried out in 2005, highlighted key issues that need to be addressed to ensure compliance with legislation and guidance on domestic violence, child abuse and other crimes against vulnerable victims. As many of the recommendations have resource implications, they will need to be taken into account in the budget build for the year ahead. Areas for improvement include:

  - improving data quality, accessibility and supporting IT;
  - ensuring control strategies take account of this under-reported area
  - of business;
  - adopting the recommended formula for caseload allocation;
  - incorporating these crimes into force auditing arrangements;
  - ensuring units are appropriately resourced and investigating staff have Initial Crime Investigators Development Programme training;
  - considering co-location of vulnerability functions in all divisions; and
  - setting up a central referral unit and a diversity unit.

- The domestic violence policy has been reviewed in the light of recent ACPO and National Centre for Policing Excellence (NCPE) guidance. The revised policy stresses the importance of flagging incidents but this facility cannot be fully effective given the current command and control system.

3D   Volume Crime Investigation

| Fair | Improved |

Strengths

- The percentage of notifiable/recorded offences resulting in a charge, summons, caution or TIC (offences taken into consideration when admitted in court) was 24.3% in 2004/05, up from 23.8%, placing the force third of eight in its MSF group and just in the top quartile nationally. In all key crimes there have been improvements in detection rates, with Swindon increasing burglary detection from 11% to 17%.

- The force performs comparatively well on violent crime detections, being well above the MSF average, especially on sanction detections. This has been achieved by appropriate use of the Public Order Act and fixed penalty notices, and high-profile policing in town centres to help reduce and detect offences of violence.

- There have been significant developments on crime investigation since the last baseline assessment. Responsibility for volume crime rested with divisions and the head of HQ CID had a limited role. The appointment of two detective superintendents with experience gained in other forces has created greater resilience and increased skills levels in HQ CID. The detective chief superintendent has become head of profession and the department is now able to take a much greater role in supporting and advising BCUs. An experienced detective has been seconded to a division in a consultancy role to work with crime managers and BCU commanders, with a view to delivering more effective crime management and investigation.

- A large percentage of crime in Wiltshire is committed on Swindon division. In 2004/05 the division also suffered a number of major and serious crimes and at one stage had over 20 incidents running simultaneously. The division managed to maintain and, to some extent, improve performance on volume crime, despite the abstraction of detectives to handle this serious crime.

- Prisoner handling teams have now been rolled out force-wide. They have brought more consistency to investigations and reduced the administrative burden on operational officers while also helping to improve file quality.

- In the three sections where electronic crime management has been introduced, there is evidence to suggest that it is enabling staff to provide a speedier and better quality of service to victims.

- Increased resilience in the crime registrar's department has enabled the development of an audit programme covering the whole range of crime types. Results of audits are published widely and NCRS compliance is now one of the subjects covered in the ACC's quarterly review, giving a higher profile to the subject.

- Crime standards auditors on divisions are increasing their expertise and the crime registrar reports increased consistency of approach across the BCUs.

- A crime strategy group has three sub-groups working hard to improve detection rates, NCRS/NSIR compliance and standards of investigation. A detective chief inspector (DCI) is to be nominated to each crime type with a view to disseminating good practice, and a new DNA/fingerprint crime unit is being trialled on one

division, just two of the initiatives aimed at improving crime detection.

Areas for Improvement

- While overall sanction detection rates in 2004/05, at just under 25%, are comparatively good, those for burglary and vehicle crime are comparatively poor, below the MSF averages and placing the force eighth and seventh respectively in an MSF group of eight. A 16.2% detection rate was achieved for burglary, an improvement on the 14.3% rate achieved the previous year but well below the policing plan target of 20%.

- There is acknowledgement of the need to improve investigative skills across the board. More investment has been made in investigative training using the new crime trainers, a DS having been appointed and posts for two detective constables advertised. The findings of previous HMIC inspections have recently been confirmed by a detailed audit of a sample of investigations that has identified several key areas for improvement, including:

  - basic investigative training for key supervisors;
  - planning, preparation and conduct of interviews of suspects, especially with
  - regard to suspects identified from forensic evidence;
  - exploiting the potential of the Proceeds of Crime Act at BCU level; and
  - maximising the opportunities to have offences taken into consideration.

- A major project to tackle these issues will define the structures, processes and standards required to effectively manage and investigate crime and identify the training needs of various types of staff.

- In the short term, a DCI was tasked through the performance meeting to identify good practice in burglary investigation with a view to achieving the policing plan target of a 20% detection rate. His findings, which include best practice from around the region, have been promulgated force-wide and this is helping to raise performance. Quick wins have resulted from daily tasking, concentrating on forensic hits and more standardised 'housekeeping'.

- The introduction of an electronic crime-management system at pilot sites has highlighted the differences in skills and supervision across teams. To tackle this there is a need to develop minimum standards for investigation and management of crime, communicate these effectively and monitor compliance. Work to develop a crime strategy and minimum standards has been delayed due to an unprecedented six murders in 2004/05 but is now progressing.

- Proactive capability at BCU level has been limited but this is being addressed. Swindon will almost double their proactive capacity in 2005/06 enabling greater focus on drug-related criminality.

- The use of automatic number plate recognition (ANPR) has been slow to develop although recent changes in the headquarters operations department have increased capability.

- Until the full roll-out of Project Hermes (January 2006), crime and incident management remains paper based. Improvements have been made with most crimes now being input within 24 hours and performance management information being supplied to managers more quickly. The crime management system itself, however, will continue to rely on paper reports until migration to the proposed Niche records management system over the next three years.

	Fair	Improved

3E   Forensic Management

Strengths

- A new Director was appointed in September 2004. He has already made an impact, particularly with regard to developing a performance culture, internal management and integrating his department more effectively into the broader crime investigation process.

- A second best value review was carried out in 2004 and the improvement plan agreed in January 2005, addressing all the key areas for improvement. To avoid duplication, it is important that the plan is integrated into the departmental plan.

- The centralised line management of crime scene investigators (CSIs) promotes consistent standards and training. Work to achieve ISO 9000 accreditation for all forensic services is under way.

- Good use is being made of enhanced powers to take fingerprints and DNA samples from persons arrested.

- The scientific support unit has good, modern equipment, the crime scene investigators' vehicles being especially well equipped.

- A nationally recommended forensic case management system has been purchased and is planned to be in full operation by the end of 2005.

- The quality of submissions to the forensic science service is good and a case management system for forensic submissions is being piloted by the department.

- Control of the forensic submissions budget has been tightened: rather vague memoranda of understanding have been replaced by more precise contracts and service level agreements, there are regular meetings with forensic suppliers, and more rigorous tracking and monitoring processes have been introduced.

- There is a good record of innovation, a recent example being the development of a system to enable video technicians to connect to any CCTV system and recover image data for later processing.

Areas for Improvement

- Although there is clear guidance on scene attendance and the submission of forensic samples, there is no comprehensive scientific support strategy or service level agreement between the scientific support unit and divisions. At the time of assessment, the new Director was drafting such a strategy.

- Managers are still hampered by a lack of reliable performance data, partly caused by delays in the crime recording process. Action is being taken to address this issue in advance of the new forensic management system (see above) but it must be regarded as a top priority if performance is to be managed effectively.

- In spite of some recent improvements, scientific support unit accommodation at HQ is inadequate. This was recognised by the force and the police authority following the best value review and is under consideration in development of the estates strategy.

- At present two members of staff carry out forensic training on a part-time basis. A full-time trainer is needed to improve skills within the department and the forensic awareness of other staff.

- In 2004/05, the conversion rates for forensic identifications to detections was comparatively low, although there was some improvement towards the end of the year. A comprehensive action plan is now being implemented to identify and rectify the causes of this problem. Action already taken includes a detailed audit of a sample of cases, a new policy on the use of forensic evidence in investigative interviewing, and a new standard procedure for tracking and monitoring identifications.

- Although some improvements have been made to the tracking of identifications, at the time of this assessment, systems for ensuring that they are actioned promptly and appropriately still varied on BCUs. A dedicated forensic investigation team had just been set up in one BCU. A robust standardised approach is needed to provide investigating officers with the intelligence-based package they need to maximise the product from each identification.

3F   Criminal Justice Processes

Good	Stable

Strengths

- The Chief Crown Prosecutor reports that joint working in the LCJB is strong. There are close working relationships between the CPS and the force at strategic and tactical levels. The police input into the LCJB is regarded by key partners as providing the driving force and the support structure that have been crucial to the achievement of high levels of performance.

- Together with its partners, the CPS Wiltshire achieved or exceeded all its public service agreement targets for 2003/04, the only criminal justice area to do this. An important factor was the establishment of joint performance management structures both centrally and locally, the appointment of a joint performance/business development officer and effective target setting and monitoring.

- Timeliness from arrest to sentence of cases involving persistent young offenders remains well below the national 71 day target (averaging 51 days between June and August 2004). File timeliness and quality are comparatively good. The number of offences brought to justice is increasing although not yet on track to achieve the target.

- Plans to establish a witness care unit by the implementation date of October 2005 are well advanced. There is good performance on dealing with ineffective trials. The April–September 2004 ineffective trial rate at crown court was 11% against a target of 15% and a national average of 16. 7%.

- Following a post-implementation review and joint work with the CPS, there is now greater understanding of the statutory charging scheme, better supervision and more effective bail management.

- The prisoner handling unit at Chippenham is making extensive use of designated police staff, freeing up officer time for patrol, improving case management and helping to improve conviction rates. Similar units have now been rolled out force-wide.

- Wiltshire is one of ten forces taking part in the Home Office workforce modernisation programme. They have further developed and expanded the case management structure to include police staff – local investigating officers – in addition to criminal justice investigators. They hosted a one-day event in September 2004 aimed at providing a strategic overview and information for criminal justice managers helping to spread good practice nationally.

- The estate management strategy has ensured good operational policing facilities for prisoner handling, effective use having been made of private finance initiatives. This is supported by trained custody staff who have detainee welfare very much as their priority.

- The November 2004 BCU inspection at Salisbury praised the criminal justice manager who had delivered a revised structure and set of processes for the BCU. Being part of the management team and reorganising around local need had contributed to good service delivery.

- The probation service reports improved local liaison leading to police having a positive role within the youth offending teams and good co-operation at the operational level with the arrangements for managing dangerous offenders (MAPPA).

Areas for Improvement

- The demands of the criminal justice agenda have considerable resource implications. The force needs to explore ways of streamlining service delivery (there are currently three criminal justice units, three tape libraries, etc) without compromising the high levels of service currently provided by locally based criminal justice departments. With this in mind, a best value review is under way to ensure the force's criminal justice structures and processes meet the challenges ahead.

- Not all divisions have the technology to use the file quality and timeliness data analysis system and analysis is not shared with the CPS. The opportunity to make full use of data to drive up performance is being missed. The CPS and police need to make better use of joint performance management data in relation to police file quality, timeliness and analysis of unsuccessful case outcomes.

- The National Strategy for Police Information Systems (NSPIS) case and custody application will not be taken, the Niche records management system better suiting Wiltshire's business needs. While this is an acceptable option it will mean that the deadline for having a computerised case management system is unlikely to be met.

- The case management model introduced at Melksham has been highly successful. Using workforce modernisation funds, support staff investigators have been recruited, leading to improved investigation of cases, file submission and liaison with the CPS, and reduced non-operational time for front-line officers. It is considered good practice and such units need now to be rolled out force-wide.

- Criminal justice staff have a key role to play in helping improve detection rates and increasing the time officers can spend on patrol. In Swindon the move from two sites to a single site and the introduction of a case-management model will help to bring case managers closer to front-line staff and encourage quicker and face-to-face feedback.

- A joint charging scheme is in operation, although it has not been without its challenges and in the early stages there were some tensions between the police and the CPS. A post-implementation review has highlighted areas for improvement which are being addressed – improving communication channels will help to ensure both partner agencies have realistic expectations of each other and share a common goal of achieving successful prosecutions.

- In respect of Police National Computer (PNC) data quality, performance on inputting arrest/summons reports within 24 hours has been poor. An IT problem with gateway access to the PNC was blamed and the system modified to rectify the situation, with performance by the end of the year improving considerably – 86% of arrest summons being entered in 24 hours, 90% in two days. This improvement must now be sustained.

- There have been delays in finalising a detailed youth strategy in collaboration with partners. It is important that ways are found of overcoming the barriers to progress and that structured monitoring of implementation ensures a consistent approach

throughout the county.

- The investigation into a death in custody resulted in recommendations being made on 13 issues concerning processes/practices in custody suites. These are all subject to follow-up action with each having a lead officer. Once implemented, this will provide a good example of a force learning from its experience and effecting change.

4   Promoting Safety

There are clear strategies to reassure communities by providing high visibility policing and striking the right balance between giving the public sound crime prevention advice and informing them about relatively low levels of crime and disorder. The success of this work is reflected in the fact that the proportion of the public with high levels of concern about crime levels in recent years has been below the MSF average in every case. Partner agencies also hold in high regard the contribution made by the police to combating anti-social behaviour, civil contingency planning and to the county road safety partnership.

4A   Reassurance

Good	Stable

Strengths

- A Community Policing and Reassurance Strategy sets out in detail a corporate policing style designed to meet the needs and expectations of partner agencies and the public. It is currently being reviewed and updated to take account of national developments. For example, a Patrol and Visibility Strategy is being devised in Swindon that includes new guidance on single crewing. Once developed, it will be applied throughout the force (see also 1B regarding neighbourhood policing).

- The strategy includes commitments for every community to have an identified community beat officer and a target to increase the proportion of time operational uniform constables spend out of the station and in public to 60% (63% actually achieved in 2004/05, a slight increase compared with the previous year).

- Full advantage has been taken of Government funding to increase police numbers and introduce police community support officers (PCSOs); funding received for a further 12 PCSOs will take the establishment to 49, a reasonable number for a force of this size. A number of posts are jointly or fully funded by partner agencies. Further action is being taken, including a conference for relevant agencies and a video explaining and promoting the role of PCSOs.

- As part of a regional project to develop community safety accreditation schemes, the police authority has approved accreditation for the Vehicle and Operators Services Agency, releasing police officers for other duties.

- A comprehensive external communications and marketing plan has led to the force having a strong media profile both locally and nationally. The press and public relations department has struck a good balance between presenting sound crime prevention advice and reassuring the public about community safety.

- The British Crime Survey highlights the people of Wiltshire as having relatively low worries about crime levels. In spite of some increases, the rates in Wiltshire remain below national averages in all cases and below MSF averages in two of the four categories (see Appendix 1, 4A).

- As noted in 1B (Neighbourhood Policing), the proportion of the public who think their local police do an excellent or good job was the second highest nationally, significantly higher than the MSF average.

Areas for Improvement

- A wide range of shift systems have been used within the BCUs, most of which do not match resources to patterns of demand in a way that maximises visibility and accessibility. The external auditor was engaged to review this issue and an action plan has been created to address the recommendations.

- Good progress has been made on the recruitment, training and retention of special constables, the total numbers actually increasing to 174 in the past year. It is recognised, however, that their role within the extended police family needs to change and, following recent independent research, an action plan is being developed to ensure the Special Constabulary is employed to best effect, especially within the new neighbourhood policing model.

4B	Reducing Anti-Social Behaviour and Promoting Public Safety	Good	Stable

Strengths

- Making good use of external funding, a county-wide approach to combating anti-social behaviour is emerging, based on a model in place at Swindon. This includes close working with the local authority's crime and disorder team, good information exchange through a joint anti-social behaviour database, and active participation in a practitioners group that has resulted in effective intelligence gathering and anti-social behaviour action.

- Clear strategic leadership is provided by the ACC. On BCUs community safety inspectors effectively co-ordinate work to combat anti-social behaviour and link well with local authorities and other agencies.

- An anti-social behaviour protocol and exchange of information guidance is now in place across all five CDRPs in Wiltshire and Swindon. The WASRAD is a good example of police working with local authorities and other agencies combating crime and disorder throughout Wiltshire by intelligence sharing, joint analysis and the sharing of good practice.

- There are good examples of successful partnership working to reduce specific anti-social behaviour problems on all three BCUs. They include use of all the main legislative options through close working with local authority anti-social behaviour officers and the CPS.

- Anti-social behaviour issues are now routinely identified at sector level and prioritisation/resourcing considered by divisional TCGs.

- Police contribute to diverting young people away from anti-social behaviour, eg through a well established SPLASH programme that provides activities during the summer holiday period.

- Chairmanship of the county road safety partnership has been upgraded from a chief inspector to the ACC. Other agencies have high regard for the contribution made by police to development and delivery of the joint road safety strategy.

Areas for improvement

- There have been delays in finalising a detailed youth strategy and at the time of this assessment consultation with partners and stakeholders was continuing, the aim being to finalise the strategy by September 2005.

- The development of the new neighbourhood policing model provides an opportunity to clarify the roles of community beat officers and other members of beat teams, to identify and meet their specialist training needs, and to establish corporate standards for neighbourhood policing. At the time of this assessment, a comprehensive project plan was being prepared, with the key stages to be evaluated before force-wide roll-out.

- The British Crime Survey found that the proportion of the public with perceptions of high levels of disorder rose in 2004/05. Although well below the national average, it is now above the MSF average.

5   Providing Assistance

The force had one of the best records in England in 2002/03 for answering 999 calls and for customer satisfaction but has not sustained that level of performance during a long period of complex change. A modern, shared emergency services control room is operating successfully but the management of non-urgent calls and non-urgent incidents requires further improvement. There is a clear vision for the future, including the introduction of centralised crime recording, which is being rolled out across the force. The migration to these new systems, and the associated business processes, will require very careful management to ensure services are maintained at an acceptable level. Other central operational support, including armed response, have improved in the past year, providing better support to BCUs while also increasing police visibility. The devolved arrangements for roads policing are working effectively.

5A   Call Management

Fair	Stable

Strengths

- The shared emergency services control room at police HQ provides excellent modern facilities and more efficient co-ordinated use of police, fire and ambulance service resources.

- There is a clear vision for how demand will be managed through Project Hermes, designed to be delivered force-wide by January 2006. It includes a 24/7 central crime and incident bureau; paperless crime recording in fast time; and efficient duties, resource and incident management.

- The pilot sites that form the first stage of the Project Hermes roll-out have been well-managed and demonstrate the project's potential to improve crime recording and the management of non-urgent incidents. New crime and incident 'trackers' enable supervisors to manage non-urgent incidents effectively and provide audit trails of the action taken.

- Response to urgent incidents improved in 2004/05, 78.5% being responded to within target (10 minutes urban, 20 minutes rural). A target of 80% within 15 minutes (both urban and rural) has been set for 2005/06.

- Call-handling staff receive structured 16-week training, based on national competencies, being developed to National Vocational Qualification standard. A good example of specific training to meet an identified need is training by the Samaritans.

- Although management systems for monitoring and improving the current service are inadequate (see below), supervisors monitor performance and quality on a day-to-day basis and staff in the control room and contact centre are highly motivated to provide good quality service.

- The migration to Airwave, the national digital emergency services radio system, was managed successfully and has been well received by staff.

Areas for Improvement

- Although there is a clear vision for how demand will be managed (Project Hermes), a comprehensive call-management strategy has not yet been produced.

- Detailed plans for the transformation of front-line policing processes required by Project Hermes need to be prepared, based on the experience in the first roll-out sites.

- It is recognised that the management of non-urgent calls after initial answering requires improvement and that there is insufficient management information to identify and rectify weaknesses.

- With the priority being the roll-out of Project Hermes, at the time of this assessment very little use was being made of management information, either quantitative or qualitative, to monitor and improve current call-handling services; managers had no information about the number of abandoned calls.

- The police authority agreed to suspend incident response targets in the latter half of 2004/05 due to the changes in working practices. A new performance regime has been agreed for 2005/06. It is, however, far from comprehensive, giving no indication of how quality will be monitored and improved.

- There are insufficient lines linking the switchboard, the contact centre and the control room and no automatic call distribution system to make best use of control room and contact centre resources.

- Several police stations are still answering calls from the public locally. Pending completion of the integrated call-management strategy, there is a lack of consistent standards for secondary call handling and little monitoring of quantitative or qualitative performance.

- There are staff shortages in the communications centre and rudimentary workforce planning means that best use is not being made of resources.

- Pending the Project Hermes roll-out, a 'beat box' system has been used to manage non-urgent incidents, but it is used inconsistently across the force. On occasions, messages still remain unactioned for an unacceptable time. Managers need auditable incident management systems and timely and accurate information to improve the service before, during and after full delivery of Project Hermes.

- Implementation of the new neighbourhood policing model and the quality of service commitment depends upon successful introduction of new crime and incident management processes being developed under Project Hermes.

- In 2003/04 there were significant year-on-year drops in customer satisfaction with police action in response to 999 calls and arrival times at incidents. This can be explained by major changes to emergency call handling and call centre arrangements, with subsequent IT problems, changes to working arrangements and other teething problems. A new survey methodology introduced nationally in 2004/05 suggests that victim satisfaction with making contact with the police and other aspects of customer service is now close to MSF and national averages (see Appendix 1, 1C).

- In 2004/05, the proportion of 999 calls answered within target (10%) again declined and was below the MSF average. In the final quarter, however, performance improved significantly.

| **5B** | **Providing Specialist Operational Support** | **Good** | **Stable** |

Strengths

- The shared communications centre (housing police, ambulance staff and the fire service) is an example of good practice and continues to provide an effective and efficient response to critical incidents. Twenty-four-hour inspector cover in the control room enables prompt and effective resourcing of critical incidents with appropriate command structures established at an early stage.

- The Wiltshire air ambulance is a joint project between the local ambulance service NHS trust and the force, funded by charity through the Wiltshire Air Ambulance Appeal. This is a good example of collaboration by which both agencies benefit operationally and financially (but see AFIs).

- Following an incident where firearms were used for the first time by police, a number of improvements to the management of firearms incidents are now in place. They include changes to critical incident management, increasing the Gold cadre for firearms command and employment of an on-duty superintendent. These new arrangements are providing greater resilience to the command of incidents requiring a firearms response.

- An HMIC review of compliance with the ACPO code of practice on police use of firearms and less lethal weapons indicates a high level of compliance, with the force being awarded a 'good' grade. A threat assessment has ascertained the level and nature of the threat, selection and training of Gold, Silver and Bronze Commanders is considered good and authorisation procedures compliant.

- The armed response group has become more involved with general policing duty, assisting with reassurance, warrant execution and public order whenever duties allow. Significant changes to the armed response group, including rationalising the number of guns used, has created efficiency savings and impacted positively on the professionalism of staff.

- Most operational training, including that for firearms and officer safety, has been transferred to the HR department, helping to ensure adherence to training standards.

- There is an operational review system, a tri-partite meeting between the officers responsible for firearms operations, policy and training, which meets monthly, enabling any training needs for personal or group development to inform the training regime.

- Restructuring of the operations department together with an increased emphasis on performance has assisted with succession planning, increased capacity for use of ANPR and provided better support for BCUs.

- The size of the force and the resources it has at its disposal make it essential that effective mutual aid arrangements are in place. There is a formal regional agreement for mutual aid with regard to firearms and similar agreements are being finalised for public order, use of dogs and air support.

Areas for Improvement

- The head of operations attends the monthly performance group and HQ departments are beginning to be held more accountable for their effectiveness in supporting front-line service delivery. For the department to be robustly held to account more sophisticated performance indicators need to be developed that focus attention on support for front-line service delivery. Other forces, eg Thames Valley, are quite advanced in this area and could provide a useful template that could be adapted for Wiltshire's needs.

- Better use of the PDR system, with staff objectives linked to objectives in the department plans and being outcome-focused rather than just measuring activity, would also help.

- There is scope for greater and more efficient use of air support. The helicopter is an expensive resource, and while acknowledging that its deployment is dependent on weather conditions, ways need to be explored to exploit the periods when it can be used, with priority jobs allocated through tasking and co-ordinating processes, and better marketing of its potential.

- The HMIC assessment of force compliance with the ACPO code of practice on firearms suggested involvement of community representatives in post-incident procedures, that the threat assessment should be more effectively used to verify that current resource levels are commensurate with the threat, and that systems for reassessing tactical advisers and Bronze Commanders should be reviewed.

- In respect of public order skills there are some Bronze Commanders awaiting training. Courses are scheduled for all patrol inspectors with initial Bronze responsibility.

5C   Roads Policing

Good	Stable

Strengths

- Partly because Wiltshire is a low crime area, road safety is a key priority for local people, which is reflected in force and BCU plans and strategies.

- The 2010 casualty reduction targets have been made more demanding with their inclusion in the Wiltshire local public service agreement (LPSA), which aims to achieve them by 2009. Casualties have been reducing and are well below the MSF average (0.51 road traffic collisions resulting in death or serious injury per 1,000 population in 2004/05 compared with 0.67 the previous year).

- Road traffic officers are based on division. Effective working relationships between the traffic supervisors at the three BCUs has led to a collaborative and co-ordinated approach to delivering road policing. This has resulted in successful proactive days on main arterial roads, embracing enforcement and driver education.

- The BCU inspection at Salisbury in November 2004 indicated that the roads policing units operate in accordance with the national road deaths manual, and a number of local officers are trained as senior investigating officers (SIOs). The inspection team were impressed with the professionalism of the roads policing officers they interviewed and their involvement in the BCU tasking and co-ordination process. A performance culture was apparent that balanced roads policing issues and support for the local control strategy.

- The national ANPR day highlighted the value of ANPR as an investigative tool. It provided valuable intelligence, particularly in respect of Operation Litotes (aimed at tackling distraction burglaries), in addition to leading to a number of arrests for a range of offences.

- Accident investigation is considered to be 'gold' standard – important in a county where the road network comprises many rural single carriageway roads and traffic collisions are a major concern for communities.

- In this large rural area road traffic officers contribute significantly to increasing police visibility while also providing valuable assistance for patrol officers on non-traffic-related matters.

- A high strategic priority is given to road safety, in partnership with other agencies. The camera safety project has been used effectively in high-profile road safety campaigns, the emphasis being on prevention and education rather than enforcement. Other agencies have high regard for the contribution made by the police to the joint road safety strategy.

- Comparatively high levels of customer satisfaction among road traffic collision victims have been consistently achieved, 85.8% in 2004/05.

Areas for Improvement

- Every serious and fatal collision puts pressure on limited roads policing unit resources. While co-ordinated activity by traffic officers is very apparent and speed enforcement cameras have been shown to reduce death and serious injury, it is

important that all aspects of intelligence, prevention and enforcement are actively pursued.

- The assessment team attended a force tasking and co-ordination meeting and noted that there was no current activity to reduce road traffic casualties. While acknowledging that traffic supervisors co-ordinate their own activities, the TCG meeting is the key strategic forum which should be driving all cross-divisional and cross-border work. The work of the roads policing units, on both traffic policing and combating criminal use of the road network, needs to be fully embraced within it.

- The roads policing strategy is being redrafted and will need to take full account of partner agency involvement in road casualty reduction. There needs to be full consultation and encouragement of CDRPs and BCUs to take greater responsibility for road traffic collisions if Government casualty reduction targets are to be achieved.

- There is scope for greater use of prevention schemes to deter young people getting involved in car crime, such as the Impact road show, an interactive workshop run by a neighbouring force.

- Devolution of roads policing to BCU commanders has operated effectively. Processes to ensure consistency of service delivery across the three BCUs and a more rigorous holding to account of BCU commanders for the resources allocated could further enhance the service provided.

6   Resource Use

Good progress has been made in the past two years towards placing people management at the heart of strategic planning and the running of major change projects. The recent retention of Investors in People status is an acknowledgement that efforts in this direction are beginning to make an impact. Sickness absence has improved significantly and the commitment to race and diversity is very apparent. Financial management and related services are clearly focused on meeting customer needs and supporting strategic priorities. Progress is now being made towards establishing a robust and stable infrastructure on which integrated systems and national IT applications can be built.

6A   Human Resource Management

Good	Improved

Strengths

- Since the initial baseline assessment in 2004 it is apparent that HR management is being given a much higher profile. A Director of HR will soon join the chief officer team, a web-based HR costed plan, which is fully integrated into the force annual plan, is beginning to drive activity and there is a much broader understanding at all levels of the importance of good HR management.

- Helping to drive the HR agenda is the active involvement by the police authority in governance of the HR plan and a development plan aimed at increasing operational performance, setting delivery standards and accrediting staff in line with national requirements, progress on which is being actively monitored.

- Qualified personnel officers are now in post at each BCU and are well supported by HR specialists at HQ. They are providing professional advice and guidance to BCU commanders and staff, their contribution is much valued, and they are ensuring more consistent implementation of HR policies and improved absence management.

- In July 2004 the force finally received re-accreditation of Investors in People status. This was after much hard work and effort by all involved over a two-year period and reflects the increasing emphasis given by the force to managing, developing and valuing staff.

- The commitment to improving people management is reflected in the People First initiative. Part of the programme aims to develop leadership throughout the organisation. It includes newly promoted officers and police staff receiving from the Chief Constable a signed copy of the leadership charter, which makes it clear what is expected from supervisors and line managers.

- Sickness levels have reduced significantly, helping to deliver £500,000 efficiency savings. Contributing to this improved performance has been the work of a highly professional occupational health and welfare department, better absence management by supervisors and a fully automated sickness management system.

- The ICF has been introduced for all police officers following extensive staff consultation and involvement. It is helping to streamline promotion and selection procedures and to better identify individual and organisational training needs.

- Wiltshire is taking the national lead on use of People Manager, a fully automated PDR system. It will take time for staff to become familiar with the system but it does

have the potential to be an efficient and effective management tool, in which there is much national interest.

- The chief officer team, superintendents and equivalent police staff grades have participated in a process of 360-degree feedback. This will be followed by a programme of learning through workshops, individual coaching and mentoring. It is planned to extend the programme, demonstrating a real commitment to developing leadership skills.

- A solid foundation has been laid for the development of a health and safety culture, including a clear, comprehensive, up-to-date policy, and effective structures and processes for monitoring health and safety issues at BCU, force and police authority levels. This was evidenced during the BCU inspection at Salisbury, which confirmed that health and safety was being positively managed in a progressive manner with several examples of good practice.

- The remit of the health and safety adviser has expanded to include broader risk-management responsibilities. The approach to health and safety is also strengthened by a close working relationship between the adviser and the occupational health unit.

Areas for Improvement

- The force, through the workforce modernisation project, needs to decide what it wants its staff to do and then train them accordingly. At present specials are a much under-utilised resource who undertake varying roles in the different divisions. Results from a research project on specials need to be used to decide how best to deploy them. If a decision is made to include them in neighbourhood policing teams it will mean a change of role requiring careful management and suitable training.

- The need to improve the skills of first-line supervisors in managing and developing staff remains a top priority. Increased support for officers seeking promotion is helping improve OSPRE (Objective Structured Performance-Related Examination) results and this should continue.

- A number of senior officers will retire in the next two years. Succession planning is being explored and the force has opened its doors to staff from other forces and the private sector. There is a need now to identify, support and provide development opportunities for high-potential constables and sergeants so that in five to ten years' time there will be a cadre of potential leaders. A staff development officer within learning and development has been tasked to address these issues.

- An effective HR strategy is the key to successful change management. There are numerous change projects under way and there is a need to ensure the HR issues are fully considered in them all.

- The ICF has been introduced for police officers but has yet to be fully adopted for police staff. The business decision not to begin use of the ICF for all staff by April 2005 due to migration to the new electronic PDR system People Manager was understandable. There is, however, a need to ensure that where PDRs have not been submitted, line managers are conducting appraisal interviews and setting objectives for staff in line with the interim arrangements specified. The BCU inspection has indicated that this was not happening in all cases and may have been a barrier to ensuring that support staff in particular are getting the career development opportunities and training they require.

- The new electronic PDR system will provide a fully automated PDR process and has the potential to be very efficient and effective. It does require appraisees to complete their own evidence and appraisers to make regular entries. Training and marketing will be essential to ensure staff are confident with the system and fully appreciate its benefits.

- The existing HR IT system is awaiting replacement by the NSPIS HR system or similar product. Financial provision has been made for the new system and in the interim an in-house solution is being used. The need is for a system that links with financial systems, People Manager and other core systems and suitable options are being explored.

6B   Training and Development

Good	Improving

Strengths

- There is a detailed training strategy in place that conforms to Home Office CIrcular 53/2003 and which is fully integrated with HR and organisational objectives.

- The force has a good quality, detailed costed plan for the training function and the full national costing model methodology is applied with the support of the finance department. The training planning cycle has influenced the budgetary decisions and chief officers have been engaged throughout the process, reinforcing their client/contractor responsibilities.

- The training plan is routinely and regularly monitored at the training user group and the higher-level training council. Activity and budget spend against the plan are reported.

- The force training strategy clearly outlines the client/contractor arrangements for the training function. The DCC chairs the strategic level training council, which leads the client side to determine prioritisation. BCU commanders and departmental heads are represented on this group. There is also a force-wide training user group which operates at a tactical level and upon which BCU representatives sit.

- The head of learning and development is a training professional and is seen as the 'head of profession' for all training. Operational training (firearms and officer safety) moved into his area of responsibility in August 2004 giving him responsibility for the majority of training. Currently, he does not have responsibility for dog or air support unit training, although there are aspirations to embrace the training activity in these units in the long term.

- There has been sound activity supporting the *managing learning, diversity matters* and *training matters* (HMIC thematic inspection reports) recommendations, with action plans for each, together with effective police authority monitoring.

- There are routine trainer assessments and course files show an audit trail of the content of training courses and their development. There are also quarterly development days where the head of learning and development brings together all force training staff to discuss both strategic and tactical developments in training.

- There are good examples of community involvement. Community consultation occurs through the engagement of members of the equality forum. This group, under the chair of the DCC, comprises internal and external stakeholders and is regularly consulted on training issues.

- There is sound evidence that collaboration is consistently considered in the development of new training programmes and the community involvement audit has been a catalyst. In addition, the dog section has established a sponsorship scheme with local businesses to support the funding of dog training.

- Models for Learning and Development has been mapped against the force quality standards and integrated into the development of new training programmes and for all stages of the training process. Processes are clearly laid out in the quality manual.

- The training business planning cycle complies with Home Office Circular 53/2003 and assists the corporate planning process. Training planning is effectively integrated so that it can contribute to and influence budgetary decisions.

- Prioritisation is carried out at the strategic level by the training council. The force utilises a prioritisation mechanism based on a scalar of one to three. Existing training programmes are either on schedule, rescheduled or cancelled, and new priorities are programmed according to force needs.

- HM Inspector was impressed by the community involvement audit conducted by the training department in 2004. This identified where the community needs to be involved in their training programmes. A range of external organisations are engaged in the delivery of modules within the training programme.

Areas for Improvement

- There was some concern among the trainers that succession planning is not being consistently applied across the training function. This can affect the ability to deliver to capacity and is likely to deter new staff from applying for training posts.

- The training environment generally has been a concern for the force since before the best value review of training and some issues remain. Firearms accommodation is the most acute problem and is directly impacting on the quality of training and causing heath and safety concerns. The Director of finance has commenced a force-wide review of the estate that will also consider the issues across the training function.

- Quality assurance is supported by the Centrex approval framework and Investors in People. Much effort has been applied to ensure that operational training practice the same standards. It is acknowledged by the force that the quality assurance regime needs to be more robustly and consistently applied across all the training teams.

- All courses are evaluated to level 1 and there are many examples of regular level 2 assessments, although there is no monitoring process to ensure these evaluations are taking place. There has been some high level evaluation of diversity but generally there is no programmed level 3 or 4 evaluation.

6C   Race and Diversity

Fair

Strengths

- The DCC has the race and diversity portfolio and chairs the multi-agency equality forum, which has acquired a good reputation for being an effective strategic body. For a force of this size, considerable resources have been allocated to diversity issues, with a full time RES co-ordinator, an equality and diversity manager and a positive action officer – evidence of the importance attached to race and diversity management (see also 1A).

- The new Chief Constable is actively championing all diversity issues, assisted by the police authority who are taking an increasingly proactive stance with improved access to the estate just one area where their intervention has impacted significantly. The improvements in HR management (see 6A) are also contributing to better diversity management, particularly reflected in the more systematic review of policies and procedures to ensure fairness.

- Diversity strategies and policies are effectively communicated through a range of channels including the intranet and internet and the force website. Where there are major changes, for example management responsibilities under the DDA, personal briefings for senior management teams are arranged where both legislative requirements and options for ensuring compliance are discussed.

- Regular diversity review meetings, chaired by HR department personnel, are now being held with the staff associations and the disability coalition and this is helping to address issues where there may be any perception of discrimination or unfairness. A disability audit has acted as a catalyst for the establishment of an association/support group, which is helping to raise awareness of the needs of staff with disabilities.

- The force has invested in training key staff in use of the Diversity Excellence Model and its use will help BCUs and departments assess how well they are delivering on diversity while also identifying training requirements.

- Steady progress is being made towards increasing workforce diversity. Women officers now make up 23.6% of police strength, above the national average, and retention of women has improved, assisted by more use of flexible working. Three new ethnic minority recruits passed the recent national assessment and the force has had significant success in managing transgender issues.

- A new female supervisor on the firearms unit is helping raise awareness that females can confidently and competently occupy roles that have traditionally been filled by male officers.

- Good employment practice is exhibited in respect of disability, with the force having been awarded 'two ticks' as a disability symbol user in addition to receiving a Best Achievement Award for work in the employment field.

- A network of lesbian and gay liaison officers is now established throughout the force, helping to generate greater awareness and understanding on gay issues and working with the force to ensure that lesbian and gay officers are not subject to discrimination.

Areas for improvement

- The force aims to achieve the 1.7% target for minority ethnic police officers by 2010, a challenge in an area with a very low minority ethnic population. Minority ethnic police officers currently make up 1.4% of the strength. Ways of attracting minority ethnic staff from elsewhere in the country are being explored, as is a proposal to recruit apprentices/trainees only from under-represented groups.

- Female and BME staff are not well represented in the higher ranks and grades. As of December 2004 there was one BME police officer above sergeant rank and one female officer above inspector rank. There are two further women superintendents but both are seconded so are not highly visible within the force. More representation would help boost confidence and trust in the organisation. Barriers to progression need to be identified and positive action taken.

- New legislation and procedures on race and diversity will generate considerable training needs at a time when the force priorities are investigative skills and management training. It is important that issues of diversity, fairness and equality are incorporated into **all** training in addition to any specific race and diversity training. The equality forum has made such a recommendation following a review of diversity training. The police authority has agreed to fund a programme of leadership and management training for all managers and supervisors from sergeant to chief inspector and equivalent police staff grades. This started in summer 2005.

- The rural nature of the force means that there are many smaller stations where officers are often working unsupervised. It is all the more important, therefore, that supervisors are alert to opportunities to challenge any unacceptable or inappropriate behaviour. Mainstreaming all six strands of diversity successfully will depend very much on raising awareness and increasing skills of front-line staff to deliver excellence in diversity management.

- The force acknowledges that adequate data management information systems required for employment monitoring and analysis are not yet in place. Much data has to be manually generated, which is very resource intensive.

6D   Resource Management

Good	Improved

Strengths

- Since the finance and resource function was inspected in summer 2004 there have been significant developments. Areas highlighted for improvement have been taken forward, initially by the outgoing Director of finance and, since his retirement in late 2004, by his successor. The new Director is keen to broaden his involvement from purely financial management to one encompassing broader service delivery issues with a view to making make best use of resources to achieve performance improvement.

- Financial and resource planning is becoming increasingly integrated with operational planning and there is more involvement of the police authority at the early stages of projects. This is helping to build trust and provide more effective corporate governance.

- Good progress has been made towards implementing the national activity-based costing model and there is an increasing emphasis on use of activity-based costing (ABC).

- A new financial system has been installed and is working well, providing improved financial management information to business managers. The finance service has a strong customer focus with a high level of financial devolution to budget holders. Over 88% of the budget is devolved, giving BCU commanders greater accountability for both resource usage and performance outcomes.

- A risk management strategy and risk management group have been established. The consultant commissioned to identify risk has completed an assessment and the 11 highest risks are now being actively managed by the new group, reducing force vulnerability.

- The estates strategy has provided modern police buildings that support operational service delivery and take account of access for less-able persons. The PFI project to build new facilities to service Swindon is now complete and it will bring staff previously working in two separate sites together, aiding team building and corporacy while also improving public access. A new station at Melksham provides state-of-the-art custody facilities. An impressive shared emergency services building has improved working relationships between emergency services and provided a co-ordinated response to major incidents (but see AFIs below).

- Collaboration with partners is providing additional policing facilities. Shared accommodation at Calne provides police with interview facilities and a useful high-visibility base from which to work and also houses local authority personnel.

- There is a good record of efficiency planning and more than double the £1.8 million target for efficiency gains was achieved in 2004/05.

- The transport service is well managed, has a high national profile and enjoys an excellent reputation with users.

- A good procurement service has been developed with wide use of national and regional framework agreements.

Areas for Improvement

- The force needs to find efficiency savings of some £7 million over the next five years, much of which will need to come from operating more efficiently, eg by greater sharing of facilities and improved management of the estate. The new Director of finance is keen to develop a revitalised estate strategy, which will help deliver some of these efficiencies while also providing improved operational facilities to meet the needs of the new neighbourhood policing model.

- As in all forces, further work needs to be completed to link finance and resources with performance outcomes and ensure managers are held more to account for their use of resources.

- While accuracy in respect of ABC data is good, the management arrangements for obtaining the data need to be improved – the current process is rather cumbersome.

- The force has commissioned work on shift patterns, recognising that a wide range of shifts is being worked, some of which do not match resources very well with demand. New shift patterns are being trialled with full involvement of staff associations. Better demand management will be key to improving service delivery while also delivering efficiency gains.

- The force duty system, PROMIS, is pivotal to the success of Project Hermes and the appropriate deployment to calls for assistance. Managers must be robust in ensuring their staff keep the system updated with their duties, and monitoring hours in line with the working time directive. There is also a need to ensure consistency and corporacy in the implementation of the flexible working policy.

- Further upgrades are required to provide integrated HR/payroll, on-line creditor and e-procurement systems. The force is, however, taking steps to advance e-procurement through a regional procurement group, chaired by the Director of finance.

6E	Science and Technology Management	Fair	Stable

Strengths

- There is a clearly defined information systems/information technology (IS/IT) strategic vision setting out how systems will be developed and supported to meet the force's operational policing priorities and principles. The current technology strategy is being updated to reflect the changing operational requirement and the national science and technology strategy.

- Programme management has been strengthened in the past year through creation of the Reform and Development Programme. A more disciplined approach has enabled the organisation to understand the IT development workload and prioritise more effectively.

- There is an advanced, robust IT infrastructure upon which to introduce modern integrated systems.

- A progressive approach has been taken towards collaborating with other forces, eg an agreement with the Avon and Somerset Constabulary for out-of-hours help-desk cover and website management.

- Several major IT projects have been delivered on time and within budget; IT support for the Wiltshire emergency services shared communication centre has been an excellent example.

- The force has been at the forefront nationally in developing e-policing. A project to implement electronic communication internally and with partners and the public is well advanced.

- The force Information Security Policy sets out a clear framework for ensuring that there are no unmanaged vulnerabilities to IT systems, the emphasis for the coming year being on internal vulnerability assessment since there have been no significant infrastructure changes since the last external penetration tests.

Areas for Improvement

- The force completed the ACPO information management benchmarking questionnaires last year but resources have not been available to make use of the comparative data to review efficiency and effectiveness and identify scope for improvement.

- In preparation for the planned recruitment of a new IT Director, action is being taken to restructure the department to meet corporate business needs more efficiently and effectively and to modernise internal management, with particular emphasis on performance management.

- Difficulties in retaining key IT staff have contributed to slippage in several projects, including the trialling of mobile data. There is now a commitment to strengthen the department in key skill areas to increase development capacity.

- The help-desk and systems support are currently under-resourced and are sometimes unable to meet the needs and expectations of customers. Work is in hand to rectify this weakness through restructuring, additional resources, more

effective performance management, and the arrangement with Avon and Somerset Constabulary referred to above.

- Integration and co-ordination of the IT architecture projects with other key projects such as e-policing has not been fully effective. For example there has been delay in replacing the wide area network, which impacts upon deployment of a key operational system. The roll-out is now expected to be complete by autumn 2005, providing a much speedier IT force-wide system, including the introduction of the 'Portal', part of the e-policing project.

- There is now a commitment to procuring the Niche records management system, which will in the medium term enable integrated replacement of 17 key operational systems.

- Interim arrangements have been made to ensure that key operational processes can continue after any serious disruption. It is important that comprehensive plans for business continuity and disaster recovery are completed and then subject to regular testing.

- Although the force information security officer is rightly located in the professional standards department, the budget for security testing is still held by the information and communications technology department: not an ideal arrangement.

6F   National Intelligence Model

Fair	Improved

Strengths

- The ACC is fully committed to the force being compliant with the NIM 2 by November 2005. He has given clear direction about its use and has sponsored a force project using PRINCE methodology to ensure implementation by the deadline date.

- In support of this, the Director of intelligence has fully consulted key staff and developed a clear project plan that outlines the actions required, who has responsibility for those actions and milestones. This approach, if managed well, has the potential to develop use of the NIM to the required level.

- Restructuring and increased resilience in HQ CID has positioned the force to better develop use of the NIM. The recruitment of two superintendents, who bring with them experience of its use in high-crime forces and are well versed in its benefits, is helping to bring more consistency to the process.

- Considerable progress has been made on developing tasking and co-ordination, and target profiles have been completed, a new control strategy is in place and tactical assessments are increasing. The bidding process is becoming more sophisticated; a more scientific approach is being adopted with bids being assessed against a matrix.

- There is some evidence of improved corporacy with the agreement of a common approach across the three divisions on issues such as source handling – a dedicated centralised source unit having now been established to support operations against level 1 and level 2 crime.

- There has been some good work with partners, eg as part of the force involvement in Operation Crackdown various crack houses have been targeted and closed down with full co-operation of the local authorities.

- Increased resourcing has enabled more analysts to be recruited, improving strategic assessment capability (but see AFIs).

Areas for improvement

- To achieve NIM 2 compliance by November 2005 will be a major challenge. BCUs range from small and urban to vast and rural, BCU commanders have traditionally had significant discretion in how they operate locally and currently the format, content, attendees and output of TCG meetings vary across the BCUs. Greater corporacy and consistency is required to ensure NIM processes are central to the work of front-line staff and their supervisors.

- Other risk factors to NIM 2 delivery have been identified, eg insufficient HR support and lack of an effective communications plan.

- There has been considerable investment in recruiting and training analysts. To ensure their retention they need to be properly tasked, adequately supported and not abstracted for other purposes.

- Improved intelligence products will require continued efforts to build greater capacity to action packages and ensure sufficient technical equipment/support for police operations. There is potential to make more use of all available resources, not just the force tasking team. To this end greater use of roads policing, ANPR, and air support should be considered.

- The BCU inspection found that Salisbury BCU did not have a mapping system, which seriously impacted on their ability to analyse and target crime and criminals. A mapping system has been purchased but roll-out has been slow. The proposed system needs to be fully marketed and key staff trained to ensure they understand and can exploit its full potential.

- Partners are involved periodically on BCUs in tasking and co-ordinating meetings. More regular and widespread involvement needs to be encouraged. Gathering, recording and use of community intelligence is an area that also needs further development.

- The rural nature of the county means that officers frequently self-brief and are required to refer to a range of documents. They may work alone, often unsupervised, for much of their shift. It is important that supervisors should have the capacity to concentrate on the key areas of tasking, briefing, debriefing and developing awareness in their staff of NIM principles.

7   Leadership and Direction

The past year has seen major changes to the command team. A new Chief Constable was appointed in September 2004 and a new finance Director joined a few months later. Well-thought-through succession planning enabled a smooth handover. The new Chief Constable has taken the opportunity to build on the good relationship with partners and has been highly visible, clearly getting his message across about the standards he expects. The top team now need to work together to bring about the cultural and organisational change required to create a more corporate, resilient and dynamic policing service.

Strategic management arrangements are much improved. Establishment of the reform and development board has led to better co-ordination of organisational development and a streamlined structure for strategic meetings, and has helped the organisation to focus on its corporate business needs. The performance regime is developing and needs to become more embedded, but the extensive work to improve HR management is now bringing benefits, the effects of which are beginning to be realised across the force.

7A   Leadership

Good

Strengths

- The past year has seen major changes to the top team and careful succession planning has ensured a smooth transition. New members have brought skills and experience from other forces and the public sector, which together with the skills of existing members, should provide the resilience required to take the organisation forward.

- The new Chief Constable has set clear standards of service delivery and is making his priorities known through a programme of Meet the Chief sessions. The message on those priorities is becoming well understood throughout the organisation, helped by publication of an e-magazine that includes a regular piece from the Chief Constable to reinforce these standards and a programme of high-visibility visits.

- With a view to developing leadership skills, investment is being made in a training programme using the work foundation. A leadership charter has been introduced which provides clear direction as to what is expected of line managers. The Chief Constable will present a signed copy to all managers on promotion, providing him with an opportunity to personally emphasise the leadership style and standards he expects.

- A national survey of workloads and stress levels among superintendents indicated high levels of stress among Wiltshire's superintending ranks. To help address this, two further superintendents have been appointed to increase resilience, the meeting structure has been streamlined and a policy of not allocating projects to BCU commanders has been agreed. On-call arrangements have also been reviewed. The superintendents' association expressed satisfaction with the new arrangements and they enjoy an open and constructive relationship with the top team.

- The Chief Constable has taken the opportunity to build on the excellent partnership relationships the force enjoys, ensuring that early in his stewardship he has met and had consultations with key stakeholders. His style and approach have been welcomed. He has been complimented on his contribution to the review of how the

LCJB operates, undertaken with a clear agenda to make it more independent of the police, and this has won him the respect and support of the board.

- An open and constructive relationship between chief officers and the police authority is very apparent; it has enabled successful and efficient joint working on planning, consultation and business improvement. There is a similar open and constructive relationship with the staff associations.

- Development of the top team and their senior managers is being assisted by giving them all the opportunity to undertake 360-degree appraisal, an opportunity they have all taken up. This is followed by a process to address individual development needs, through coaching, mentoring or training.

- The force suggestion scheme has been re-launched as part of the People First initiative, encouraging staff and officers to put forward their 'big idea' for improving working methods and cutting bureaucracy. Small prizes will reward the best ideas. A number of innovative entries have been submitted, suggesting the scheme has the potential to show that staff are valued for the contribution they can make to improving service delivery.

- External communications is a strength for the force and the past year has seen concerted efforts to have similar success with internal communication. New publications include *People First*, which is helping to market the facilities and development opportunities available to staff, and *Wiltshire Briefing*, a quarterly e-magazine which features the reform agenda, headline performance and focuses on sections of the force and how they are contributing to service delivery. Style and presentation is professional and, following feedback from readers, a letters page is being considered to promote debate on key issues.

Areas for Improvement

- Where there are skills gaps, the force is now more willing to bring in staff from elsewhere. In the next two years it is anticipated that a number of highly experienced senior managers will leave. Careful succession planning, identifying and developing high-potential staff early in their careers, ensuring progression through the ranks and into specialisms by women and BME staff, and continuing to attract experienced staff will be key elements of ensuring the force has the skills it needs to deliver the Chief Constable's vision.

- More robust performance management arrangements and further development of strategic management issues remain key priorities for the top team, as does the continuing drive for increasing corporacy and consistency of service delivery across the force, especially around NIM processes.

- As indicated under 'Strengths', internal communication is becoming more effective. This new approach now needs to be exploited to help manage and bring about cultural change. Staff need to have a picture of the future and understand where the organisation is going and why, so that they can be fully engaged in the process.

7B   Strategic Management

Good	Stable

Strengths

- The force and authority have strengthened the planning and budget-building processes in the past year. They have produced a website-based suite of plans, built from wide-ranging joint consultation, with clear strategic aims, objectives and targets, appropriate linkage to the national policing plan and to BCU plans; and well developed costing linked to the strategic priorities.

- A new streamlined structure for strategic meetings, introduced in June 2004, is considered by senior managers to have reduced duplication and helped the organisation to focus on its corporate business needs.

- Establishment of the reform and development board has led to much improved co-ordination of organisational development. There are now four overall development programmes – infrastructure, workforce modernisation, modernising operational systems and professionalising policing. Establishment of a project office, managed by a superintendent, has already provided a more co-ordinated and streamlined approach to programme and project management.

- Good use is made of a wide-ranging approach to external consultation by analysing feedback and ensuring priorities and plans take account of the views of communities and partner agencies. The joint police authority/force communications strategy sets out how this work will be developed in the next three years.

- Internal communication has improved significantly in the past year. A wide range of media are being used to gather views and disseminate information and, through the joint police authority/force communication strategy, there is a clear agenda for further improvement.

- Some major projects have been brought to fruition effectively, notably the Wiltshire emergency services shared communications centre, implemented on time and within budget.

- The force has a reputation for responding promptly and constructively to HMIC inspections, thematic inspections and the bureaucracy task force recommendations.

- Evidence from the recent BCU inspection at Salisbury suggests good participative management and consultation with staff at BCU level.

Areas for Improvement

- The reform and development programme is a sound process for co-ordinating organisational development projects. It is important that in the coming year its effectiveness is proved by successful delivery of key projects.

- A new structure and process for identifying and controlling major corporate risks has been set up in the past year, following a study by external consultants. Arrangements should be made to ensure that the risks are regularly reviewed and that action flowing from this process does not duplicate other management systems.

7C	Performance Management and Continuous Improvement	Fair	Improved

Strengths

- A performance management framework clearly sets out how staff will be held to account for performance at all levels. Recent BCU inspections have confirmed that an emphasis on improving performance against force priorities is evident at all levels.

- A new type of monthly strategic performance meeting, chaired by the Chief Constable, began in late 2004, focusing exclusively on how to improve performance in the key areas identified in the force strategic assessment. The meetings use a 'CompStat' approach. They are challenging, supported by up-to-date information and are a good way of securing improvement through a joint search for solutions and sharing of successful interventions.

- Good quality, timely performance reports are produced and are widely accessible, although there is scope for more detailed analysis to identify the reasons for good or poor performance.

- Another important element of the performance framework is the quarterly visits to BCUs and six-monthly reviews of HQ departments by the ACC. Actions are recorded and followed up, although this process should be more robust.

- There is a sound approach to using best value reviews as part of broader strategic development.

- The police authority and the force have agreed effective arrangements for determining the review programme, using excellence model assessments to help identify priorities for more detailed best value review research, conducting thorough reviews that comply with legislative requirements and good practice, and costing, monitoring and evaluating the subsequent improvement plans.

Areas for Improvement

- At the time of this assessment, the strategic performance meetings were fairly new and the process was subject to review and development. Areas identified for possible change included:

  - more effective alignment with the level 2 TTCG;
  - a clearer timetable for the completion of actions;
  - deferred reporting back on actions that will take some months to complete;
  - periodic focus on the contribution of HQ departments; and
  - periodic focus on specific themes that contribute to performance improvement.

- There is increasing emphasis on standards of service to customers, both nationally through the 'quality of service' commitment and in local strategic priorities. It is important that monitoring the wide range of sources of customer feedback is used to identify and reduce the causes of dissatisfaction. This should be a core element of performance management processes.

- The content and format of performance information at BCU level varies

considerably. Efforts are continuing to develop a more consistent corporate approach with direct links to tasking and co-ordination, which should aid divisional performance review and help establish good practice.

- With the exception of NCRS and Home Office Counting Rule compliance, there is little structured or regular inspection, checking or auditing of compliance or standards in key areas that might affect performance. A systematic approach should be developed, the effort being targeted at areas of identified risk, key customer services, or those where there is most scope for improvement.

- The six-monthly reviews of HQ departmental performance should be more structured – more like the BCU performance reviews.

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	47.2%	N/A	44.9%	5 out of 7	48.6%	N/A
% of victims of racist incidents satisfied with respect to the overall service provided (**SPI 3a)**	N/A	70.8%	N/A	66.8%	4 out of 7	71.5%	N/A
% of white users very/completely satisfied with respect to the overall service provided (**SPI 3b)**	N/A	56.8%	N/A	56.9%	4 out of 7	56.8%	N/A
% of users from BME groups very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	54.3%	N/A	47.6%	1 out of 7	44.1%	N/A
Difference between very/completely satisfied rates (**SPI 3b)**	N/A	2.5 pts	N/A	9.2 pts	N/A	12.7 pts	N/A
% of white users satisfied with respect to the overall service provided (**SPI 3b)**	N/A	77.8%	N/A	78.4%	5 out of 7	78.0%	N/A
% of users from BME groups satisfied with respect to the overall service provided (**SPI 3b)**	N/A	76.8%	N/A	74.6%	4 out of 7	71.2%	N/A
Difference between satisfied rates (**SPI 3b)**	N/A	1.0 pts	N/A	3.8pts	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	42.9%	N/A	38.5%	4 out of 7	24.7%	N/A
% detected violence against the person offences for White victims (**SPI 3d)**	N/A	44.2%	N/A	42.8%	4 out of 7	34.6%	N/A
Difference in violence against the person detection rates. (**SPI 3d)**	N/A	1.3 pts	N/A	4.3 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	0.39	0.35	-9.8 %	0.41	N/A	0.70	N/A
% detected racially or religiously aggravated offences	34.0%	35.0%	1 Pts	49.4%	8 out of 8	36.4%	32 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	58.0%	N/A	50.5%	2 out of 8	48.6%	2 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	58.1%	N/A	64.8%	6 out of 7	65.9%	N/A
% 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	57.2%	N/A	55.2%	4 out of 7	54.9%	N/A
% 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	38.7%	N/A	38.4%	5 out of 7	38.8%	N/A
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to their treatment by staff **(SPI 1d)**	N/A	72.3%	N/A	70.6%	3 out of 7	69.5%	N/A
% 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	56.4%	N/A	56.2%	4 out of 7	55.6%	N/A
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to making contact with the police **(SPI 1a)**	N/A	86.4%	N/A	88.1%	5 out of 7	87.8%	N/A
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to action taken by the police **(SPI 1b)**	N/A	77.2%	N/A	76.1%	4 out of 7	75.4%	N/A
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to being kept informed of progress **(SPI 1c)**	N/A	57.2%	N/A	58.7%	5 out of 7	58.5%	N/A
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to their treatment by staff **(SPI 1d)**	N/A	88.0%	N/A	88.8%	4 out of 7	87.8%	N/A
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to the overall service provided **(SPI 1e)**	N/A	77.4%	N/A	78.2%	5 out of 7	77.3%	N/A
% of people who think that their local police do good job **(SPI 2a)**	N/A	58.0%	N/A	50.5%	2 out of 8	48.6%	2 out of 42
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (**SPI 3a**)	N/A	47.2%	N/A	44.9%	5 out of 7	48.6%	N/A
% of victims of racist incidents satisfied with respect to the overall service provided **(SPI 3a)**	N/A	70.8%	N/A	66.8%	4 out of 7	71.5%	N/A
% of PA buildings open to the public which are suitable for and accessible to disabled people	50.0%	89.3%	*39.3 Pts*	71.7%	4 out of 7	76.9%	14 out of 38

* 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)**	71.2%	73.8%	2.6 pts	77.3%	N/A	55.7%	N/A
% of partner-on-partner violence **(SPI 8b)**	72.0%	73.8%	1.8 pts	83.0%	N/A	74.1%	N/A
Racially or religiously aggravated offences per 1000 population	0.39	0.35	-9.8 %	0.41	N/A	0.70	N/A
% detected racially or religiously aggravated offences	34.0%	35.0%	1 Pts	49.4%	8 out of 8	36.4%	32 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)**	5.6%	5.3%	-0.3 Pts	5.0%	6 out of 8	5.3%	23 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime **(SPI 4b)**	13.9%	17.5%	3.5 Pts	17.3%	5 out of 8	17.9%	22 out of 42
Domestic Burglary per 1,000 households **(SPI 5a)**	9.94	8.48	-14.7 %	9.61	2 out of 8	14.40	9 out of 43
Violent crime per 1,000 population **(SPI 5b)**	11.60	10.91	-5.9 %	16.62	1 out of 8	22.44	1 out of 42
Robberies per 1,000 population **(SPI 5c)**	0.53	0.41	-22 %	0.54	2 out of 8	1.68	9 out of 42
Vehicle crime per 1,000 population **(SPI 5d)**	8.76	7.95	-9.3 %	10.27	1 out of 8	13.99	3 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.33	0.27	-18.6 %	0.35	3 out of 8	0.61	10 out of 42
Total recorded crime per 1000 population	69.06	64.43	-6.7 %	84.19	1 out of 8	105.37	1 out of 42
Violent Crime committed by a stranger per 1,000 population	N/A	*	N/A	4.23	N/A	9.87	N/A
Violent Crime committed in a public place per 1,000 population	N/A	*	N/A	7.75	N/A	13.86	N/A
Violent Crime committed under the influence of intoxicating substances per 1,000 population	N/A	*	N/A	3.36	N/A	4.16	N/A
Violent crime committed in connection with licensed premises per 1,000 population	N/A	*	N/A	1.20	N/A	1.44	N/A
% of domestic burglaries where the property has been burgled in the previous 12 months	3.7%	3.2%	N/A	5.8%	N/A	8.3%	N/A

* 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)**	5.6%	5.3%	-0.3 Pts	5.0%	6 out of 8	5.3%	23 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime **(SPI 4b)**	13.9%	17.5%	3.5 Pts	17.3%	5 out of 8	17.9%	22 out of 42
Domestic Burglary per 1,000 households **(SPI 5a)**	9.94	8.48	-14.7 %	9.61	2 out of 8	14.40	9 out of 43
Violent crime per 1,000 population **(SPI 5b)**	11.60	10.91	-5.9 %	16.62	1 out of 8	22.44	1 out of 42
Robberies per 1,000 population **(SPI 5c)**	0.53	0.41	-22 %	0.54	2 out of 8	1.68	9 out of 42
Vehicle crime per 1,000 population **(SPI 5d)**	8.76	7.95	-9.3 %	10.27	1 out of 8	13.99	3 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.33	0.27	-18.6 %	0.35	3 out of 8	0.61	10 out of 42
Total recorded crime per 1000 population	69.06	64.43	-6.7 %	84.19	1 out of 8	105.37	1 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)**	0.33	0.27	-18.6 %	0.35	3 out of 8	0.61	10 out of 42
Number of abductions per 10,000 population	0.096	0.	-100 %	0.008	2= out of 8	0.016	3= out of 42
% of abduction crimes detected	50.0%	0.0%	-50 Pts	60.0%	N/A	34.9%	N/A
Number of attempted murders per 10,000 population	0.11	0.14	28.6 %	0.09	7 out of 8	0.14	32 out of 42
% of attempted murder crimes detected	85.7%	77.8%	-7.9 Pts	80.7%	6 out of 8	72.7%	22= out of 43
Number of blackmail per 10,000 population	0.129	0.11	-12.5 %	0.14	3 out of 8	0.28	7 out of 42
% of blackmail crimes detected	50.0%	14.3%	-35.7 Pts	33.7%	7 out of 8	26.2%	39 out of 43
Number of kidnappings per 10,000 population	0.177	0.19	9.1 %	0.36	2 out of 8	0.53	5 out of 42
% of kidnapping crimes detected	63.6%	91.7%	28 Pts	52.1%	1 out of 8	44.3%	1 out of 43
Number of manslaughters per 10,000 population	0.	0.032	N/A	0.031	6 out of 8	0.025	28 out of 42
% of manslaughter crimes detected	0.0%	0.0%	0 %	73.7%	5= out of 8	119.2%	33= out of 43
Number of murders per 10,000 population	0.048	0.064	33.3 %	0.086	3 out of 8	0.138	11 out of 42
% of murder crimes detected	66.7%	125.0%	58.3 Pts	101.9%	1 out of 8	94.5%	5 out of 43
Number of rapes per 10,000 population	2.23	1.78	-20.1 %	2.12	N/A	2.65	N/A
% of rape crimes detected	41.0%	32.4%	-8.6 Pts	27.9%	2 out of 8	29.5%	11 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)**	11.60	10.91	-5.9 %	16.62	1 out of 8	22.44	1 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.33	0.27	-18.6 %	0.35	3 out of 8	0.61	10 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population **(SPI 6c)**	0.24	0.07	- 72 %	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)**	9.4%	31.7%	236.6 %	22.3%	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)**	61.6%	29.3%	-52.5 %	42.2%	N/A	43.7%	N/A
Number of joint operations between the force and NCS	N/A	*	N/A	*	N/A	3.94	N/A
Number of joint operations between the force and Revenue and Customs	N/A	*	N/A	*	N/A	6.78	N/A
No. of confiscation orders	10	18	80 %	12.1	N/A	43.16	N/A
Total value of confiscation orders	£35,146	£465,567	1224.6 %	£367,537	N/A	£1,179,340	N/A
No. of forfeiture orders	15	13	-13.3 %	5.1	N/A	18.21	N/A
Forfeiture value	£19,795	£22,009	11.2 %	£6,545	N/A	£79,822	N/A
Trafficking in controlled drugs per 1000 population	0.31	0.25	-18.2 %	0.34	1 out of 8	0.45	3 out of 42
% detected trafficking in controlled drugs offences	88.5%	97.5%	8.9 Pts	88.2%	3 out of 8	91.7%	13 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)**	71.2%	73.8%	N/A	77.3%	N/A	55.7%	N/A
% of partner-on-partner violence **(SPI 8b)**	72.0%	73.8%	N/A	83.0%	N/A	74.1%	N/A
Racially or religiously aggravated offences per 1000 population	0.39	0.35	-9.8 %	0.41	N/A	0.7	N/A
% detected racially or religiously aggravated offences	34.0%	35.0%	1 Pts	49.4%	8 out of 8	36.4%	32 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)**	8.5%	10.4%	1.9 Pts	13.8%	6 out of 8	10.1%	28 out of 43
% detected of violent crime **(SPI 7c)**	59.1%	62.1%	3 Pts	60.6%	4 out of 8	49.5%	13 out of 43
% detected of domestic burglaries **(SPI 7b)**	14.3%	16.2%	2 Pts	22.3%	7 out of 8	15.9%	24 out of 43
% detected of robberies **(SPI 7d)**	28.4%	30.1%	1.7 Pts	29.3%	4 out of 8	19.9%	14 out of 43
% of notifiable/recorded offences resulting in a charge, summons, caution or taken into consideration at court **(SPI 7a)**	23.8%	26.0%	2.2 Pts	23.1%	3 out of 8	21.4%	11 out of 43
% total crime detected	27.9%	29.1%	1.2 Pts	29.1%	4 out of 8	25.7%	14 out of 43
% sanction detected of vehicle crimes	7.4%	8.9%	1.6 Pts	12.6%	7 out of 8	9.3%	30 out of 43
% sanction detected of violent crime	46.5%	48.6%	2.1 Pts	39.6%	1 out of 8	34.3%	2 out of 43
% sanction detected of domestic burglaries	12.3%	13.6%	1.3 Pts	19.5%	8 out of 8	14.3%	29 out of 43
% sanction detected of robberies	27.1%	28.9%	1.8 Pts	26.6%	3 out of 8	17.2%	11 out of 43
% detected racially or religiously aggravated offences	34.0%	35.0%	1 Pts	49.4%	8 out of 8	36.4%	32 out of 43
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6a)**	10419	10988	5.5 %	N/A	N/A	N/A	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6b)**	23.6%	27.4%	3.9 Pts	23.3%	2 out of 8	20.7%	3 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population **(SPI 6c)**	0.24	0.07	-72 %	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)**	9.4%	31.7%	236.6 %	22.3%	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)**	61.6%	29.3%	-52.5 %	42.2%	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	77.0%	84.4%	7.4 Pts	87.7%	N/A	85.4%	25 out of 42
Theft of motor vehicle (MV) - % scenes examined	41.0%	60.8%	19.8 Pts	51.6%	N/A	40.1%	7 out of 42
% fingerprint recovery from burglary dwelling scenes examined	0.0%	41.1%	N/A	36.0%	N/A	32.1%	11 out of 42
% fingerprint recovery from theft of MV scenes examined	0.0%	42.1%	N/A	48.3%	N/A	48.9%	30 out of 42
% DNA recovery from burglary scenes examined	9.0%	8.2%	-0.8 Pts	10.0%	N/A	8.2%	21 out of 42
% DNA recovery from theft of MV scenes examined	15.0%	15.0%	0 Pts	20.2%	N/A	20.1%	32 out of 42
% fingerprint idents from recovery at burglary dwelling scenes	0.0%	12.2%	N/A	19.2%	N/A	16.8%	37 out of 42
% DNA matches from recovery at burglary dwelling scenes	N/A	27.8%	N/A	31.9%	N/A	35.5%	33 out of 42
% DNA matches from recovery at theft of MV scenes	N/A	40.5%	N/A	34.6%	N/A	38.3%	17 out of 42
% fingerprint idents from recovery at theft of MV scenes	N/A	50.6%	N/A	27.5%	N/A	27.9%	3 out of 42
% conversion of fingerprint idents to primary detections	41.0%	46.4%	5.4 Pts	40.5%	N/A	45.3%	24 out of 41
% conversion of fingerprint idents to total detections (incl. secondary)	41.0%	67.8%	26.8 Pts	67.0%	N/A	82.5%	29 out of 41
% DNA primary detections per match	43.0%	33.0%	-10 Pts	49.7%	N/A	49.5%	41 out of 42
% DNA total detections per match (incl. secondary)	74.0%	51.1%	-22.9 Pts	81.9%	N/A	88.7%	39 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)**	10419	10988	5.5 %	N/A	N/A	N/A	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6b)**	23.6%	27.4%	4 Pts	23.3%	2 out of 8	20.7%	3 out of 42
% of arrest summons entered onto the PNC in one day (target 90%)	62.6%	77.8%	15.3 Pts	82.9%	N/A	82.0%	33 out of 43
% of court results entered onto the PNC in 10 days	52.0%	77.5%	25.5 Pts	49.6%	N/A	54.5%	7 out of 43
Number of sanction detections	10,219	10,428	2 %	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)**	8.3%	10.5%	2.2 Pts	9.1%	7 out of 8	11.3%	24 out of 42
BCS Fear of Crime (% high levels of worry about vehicle crime) **(SPI 10a)**	10.7%	8.6%	-2.1 Pts	10.3%	3 out of 8	12.5%	8 out of 42
BCS Fear of Crime (% high levels of worry about violent crime) **(SPI 10a)**	11.0%	11.4%	0.4 Pts	13.3%	4 out of 8	15.1%	13 out of 42
BCS Feeling of Public Safety (% high levels of perceived disorder) **(SPI 10b)**	11.4%	14.2%	2.7 Pts	12.4%	6 out of 8	15.8%	20 out of 42
% of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months.	16.3%	19.2%	2.9 Pts	35.8%	1 out of 6	37.8%	4 out of 34
% of domestic burglaries where the property has been burgled in the previous 12 months	3.7%	3.2%	0.5 pts	5.8%	N/A	8.3%	N/A

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	4.65	N/A	5.46	N/A	5.69	10 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	N/A	0.51	N/A	0.61	3 out of 8	0.51	16 out of 34

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 %	11.5	N/A	11.1	N/A
Number of calls answered within local target time	77,943	86,442	10.9 %	N/A	N/A	N/A	N/A
% of 999 calls answered within locally set target time	89.6%	84.8%	-4.8 Pts	87.7%	6 out of 8	87.3%	29 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	63	88	39.7 %	N/A	N/A	N/A	N/A
Number of operations where the officers have not commenced operations before being stood down	5	24	380 %	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	4.65	N/A	N/A	3 out of 8	5.69	10 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	N/A	0.51	N/A	0.61	3 out of 8	0.51	16 out of 34

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)**	*	*	N/A	*	N/A	*	N/A
Number of working hours lost due to sickness per police staff **(SPI 13b)**	*	*	N/A	*	N/A	*	N/A
Medical retirements per 1,000 police officers	*	*	N/A	*	N/A	*	N/A
Medical retirements per 1,000 police staff	*	*	N/A	*	N/A	*	N/A

* 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%	1.4%	*	1.0%	N/A	3.9%	N/A
% of people from BME groups in the economically active population of the force area **(SPI 12a)**	N/A	2.5%	N/A	2.6%	N/A	8.0%	N/A
Ratio of BME groups resigning to all officer resignations **(SPI 12b)** (White officers: visible minority ethnic officers)	1: 1.15	*	*	1: 1.62	*	1: 1.47	*
% of female officers compared to overall force strength **(SPI 12c)**	22.2%	23.6%	1.4 Pts	21.3%	1 out of 8	21.2%	6 out of 42
% of female police staff compared to total police staff	60.9%	60.8%	-0.1 Pts	62.1%	6 out of 8	62.3%	30 out of 42
% of white police officer applicants appointed	23.2%	23.4%	0.2 Pts	17.7%	N/A	26.9%	N/A
% of BME police officer applicants appointed	*	13.3%	*	8.6%	N/A	24.0%	N/A
Difference in % of applicants appointed	*	10	*	9 pts	N/A	2.8 pts	N/A
% of female police officer applicants appointed	21.8%	26.5%	4.8 Pts	18.4%	N/A	29.1%	N/A
% of male police officer applicants appointed	20.8%	20.5%	-0.3 Pts	15.8%	N/A	24.2%	N/A
Difference in % of applicants appointed	0.9	6	510 Pts	2.6 pts	N/A	4.9 pts	N/A
Difference between voluntary resignation rates of male and female officers	1: 3.49	*	*	1: 1.96	N/A	1: 1.41	N/A

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	92.5%	92.1%	-0.3 Pts	90.9%	4 out of 8	88.2%	15 out of 41
Total spending per police officer	£68,420.24	£71,946.12	5.2 %	£71,238.35	N/A	£121,668.41	N/A
Total spending per 1,000 population	£134,696.63	£141,945.60	5.4 %	£146,658.16	N/A	£320,496.85	N/A

* This data was not available at time of publication

Appendix 2: Glossary of Terms and Abbreviations

ABC   activity-based costing

ACC   assistant chief constable

ACPO   Association of Chief Police Officers

AFIs   areas for improvement

ANPR   automatic number plate recognition

BCS   British Crime Survey

BCU   basic command unit

BME   black and minority ethnic

BVR   Best Value Review

CDRP   Crime and Disorder Reduction Partnership

COMPASS   a national information technology system for tracking, managing and recording caseload information

CompStat   (COMPuter STATistics or COMParitive STATistics) – the name given to the New York City Police Department's management accountability process now adapted and used by other police forces

CPS   Crown Prosecution Service

CRE   Commission for Racial Equality

CRR   community and race relations

CSI   crime scene investigator

DAAT   drug and alcohol action team

DCC   deputy chief constable

DCI   detective chief inspector

DDA   Disability Discrimination Act

DNA   deoxyribonucleic acid

DTTO   Drug Treatment and Testing Order

DV	domestic violence
HMIC	Her Majesty's Inspectorate of Constabulary
HR	human resource
ICF	integrated competency framework
IS/IT	information services / information technology
LCJB	local criminal justice board
Level 2 Criminality	criminal activity that takes place on a cross-boundary basis
LPSA	local public service agreement
MAPPA	multi-agency police protection arrangements
MSF	most similar force(s)
MV	motor vehicle
NAFIS	National Automated Fingerprint Identification System
NCIS	National Criminal Intelligence Service
NCPE	National Centre for Policing Excellence
NCRS	National Crime Recording Standard
NCS	National Crime Squad
NICHE	a Canadian software supplier who have supplied a Records Management System to a number of forces across the UK
NIM	National Intelligence Model
NSPIS	National Strategy for Police Information Systems
PA	police authority
PACE	Police and Criminal Evidence Act
PCSO	police community support officer

PDR	performance development review
PNC	Police National Computer
POCA	Proceeds of Crime Act 2004
PPAF	police performance assessment framework
PRINCE	Projects IN Controlled Environments (project management methodology)
PYO	persistent young offender
QA	quality assurance
REC	race equality council
RES	race equality scheme
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
SGC	specific grading criteria
SIO	senior investigating officer
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'
TCG	tasking and co-ordination group
Volume Crime	not a technical term but normally refers to high incidence vehicle crime, burglary and in some areas robbery
WASRAD	Wiltshire and Swindon research and development partnership