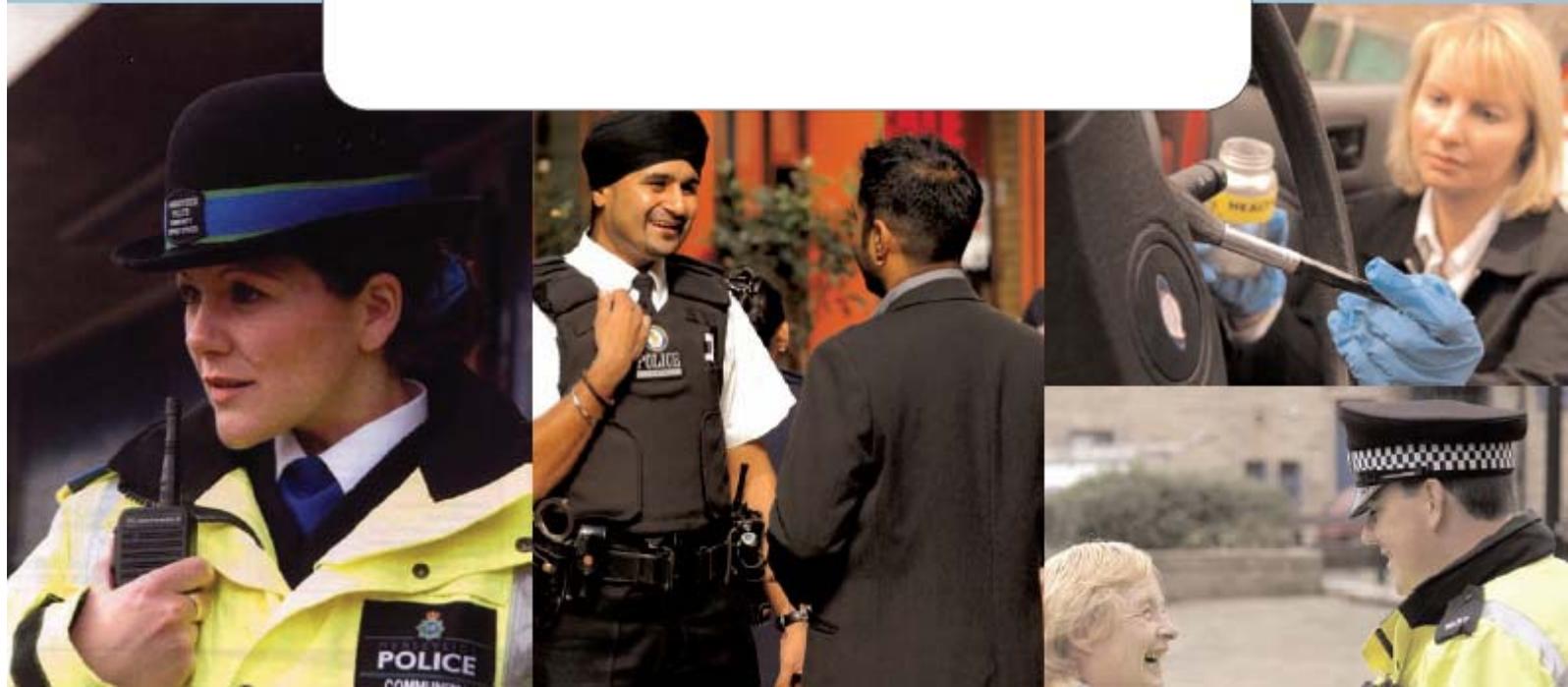


Her Majesty's Inspectorate of Constabulary



Wiltshire Constabulary

Baseline Assessment October 2006



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Appendix 1 Glossary of Terms and Abbreviations

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Introduction to Baseline Assessment

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

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

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

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

Priority Frameworks

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

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

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- neighbourhood policing; and
- leadership and direction.

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

Force Amalgamations

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

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

The Grading Process

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

Service delivery grade

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

Excellent

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

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

Good

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

Fair

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

Poor

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

Direction of Travel Grade

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

Improved

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

Stable

This denotes no significant change in performance.

Declined

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

Good Practice

In addition to assessing force performance, one of HMIC's key roles is to identify and share good practice within the police service. Much good practice is identified as HMIC conducts its assessments; in addition, each force is given the opportunity to submit examples of its good practice. HMIC has selected three of these examples to publish in this report. The key criteria for each example is that the work has been evaluated by the force and is easily transferable to other forces. (Each force has provided a contact name and telephone

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number, should further information be required.) HMIC has not conducted any independent evaluation of the examples of good practice provided.

Future HMIC Inspection Activity

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

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

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

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

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

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Force Overview and Context

Geographical Description of Force Area

Wiltshire Police is a small, mainly rural force. It includes the expanding conurbation of Swindon, the historic city of Salisbury and many market towns and villages. The M4 motorway runs through the north of the county and the busy A303 crosses the south of the county. There are a number of sites of historic interest, such as Stonehenge and Avebury.

Demographic Description of Force Area

The population of Wiltshire (including Swindon) is nearly 627,000, occupying just under 257,000 households. Some 2.55% of the population are from a minority ethnic background and 17% of the population are under the age of 20 years.

Structural Description of Force including Staff Changes at Chief Officer Level

The command team comprises the Chief Constable and the deputy chief constable (DCC), whose responsibilities include corporate development, criminal justice and professional standards, an assistant chief constable (ACC) with the operations portfolio, a director of finance and facilities and the director of human resources (HR).

There has been a period of stability in the top team and among senior managers since the last baseline assessment, the only change at this level being the appointment of the director of HR.

Policing is delivered by three basic command units (BCUs) based at Salisbury, Melksham and Swindon. The BCUs are supported by several headquarter departments at Devizes, including operations support, criminal investigation, community safety, criminal justice, corporate development, 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.

As at February 2006 the force had the following:

- 1,295 police officers
- 939 police staff (of which 57 are police community support officers (PCSOs))
- 186 special constables.

Strategic Priorities

The constabulary is firmly committed to reducing crime and disorder, detecting crime and bringing offenders to justice, responding to emergency calls and providing a public service which is accessible, visible and reassures communities.

The force's current internal and external mission statement is 'keeping Wiltshire safe'.

Impact of Workforce Modernisation and Strategic Force Development

The reform and development (R&D) board, which is chaired by the Chief Constable, oversees four main programmes of work, namely infrastructure, workforce modernisation, modernising operational systems and the professionalisation agenda.

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Each programme is managed by a chief officer and includes a number of individual projects. The R&D process is comprehensive, with a requirement for pieces of work to be registered in order that appropriate linking and resources decisions may be made. The process includes the National Centre for Policing Excellence (NCPE) programme of work, which will be accommodated within the relevant programme as it become available. The Police Authority clerk is a core member of the R&D board. The development of the R&D programme has benefited from external consultancy, including work focused on risk management.

Major Achievements

Wiltshire's main achievement has been in the performance arena. The force has increased its overall detection rate from 29.5% to 31.6%. It has reduced domestic burglaries by 17.2% on the previous year and increased its detection rate from 16.3% to 23.8%. Performance data compares favourably with its peers.

The rollout of Project HERMES has enabled the electronic allocation of non-emergency crimes and incidents to the most appropriate member of staff. This has speeded up and streamlined the allocation process, creating ownership and improving quality of service to the public.

The force has continued to move forward in the field of diversity. They utilise the diversity excellence model and have also trained partner organisations in the use of the model. In addition, an internal equality and confidence board has been established to further integrate equality and diversity into everyday working.

Major Challenges for the Future

The main challenges in the coming year are as follows:

- Neighbourhood policing: the planned roll-out of neighbourhood policing teams across the county;
- Wiltshire Constabulary service standards: the further development of standards that incorporate all elements of the quality of service commitment (QoSC), with a planned programme of work that will highlight measurement, monitoring arrangements, communication and marketing;
- Victims' code of practice: full implementation of all aspects of the victims' code of practice with planned measuring and monitoring arrangements;
- Contact management: implementation of recommendations from the HMIC thematic Contact Matters and National Call-Handling Standards (NCHS), and the continuation of a planned programme of work.

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

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1 Citizen Focus (Domain A)

1A Fairness and Equality in Service Delivery

Grade	Direction of Travel
Fair	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	15	28	0

Contextual Factors

The force is committed to providing a fair and equitable level of service for all communities across Swindon and Wiltshire. The force complies with the national guidance on satisfaction surveys and can demonstrate that performance in SPI 3a and 3b has improved compared to the previous year and is above the MSF average. In addition, the sanction detection rate for black and minority ethnic (BME) victims of violence was 41% compared to the MSF average of 41.3%, placing the force in line with its peers. An analysis of stop/search data for 2005/06 compared to the previous year shows that the number of stop/searches carried out by the force increased by 8%; the percentage arrested increasing from 13.8% to 15.5%. The gap between BME and white arrest rates was reduced from 5.4% to 3.6%.

Wiltshire has established a comprehensive and inclusive structure designed both to monitor progress and performance and to identify, develop and communicate policies, practices and procedures relating to this area of business. A series of objectives and action plans relating to all aspects of diversity are in place and are used as a reference point for related activities, particularly in key areas, for example, stop/search, hate crime investigation and the management of complaints against the police. Each is robustly monitored.

Strengths

- The DCC is the chief officer lead on fairness and equality issues. He chairs both the external service delivery-focused race equality and diversity programme board (a multi-agency group), and the internal force equality and confidence board. These groups facilitate the effective implementation of the force equality and diversity strategy and monitoring of associated action plans, providing scrutiny and continued improvement to service delivery which have the support and confidence of local communities. The DCC clearly employs a 'hands on' approach to promoting the diversity agenda. For example, he personally holds quarterly meetings with divisional superintendents to examine stop/search figures and associated issues in order to drive up service delivery, and has also instigated the implementation of the diversity excellence model. He has been trained on measuring race, equality and diversity outcomes and performance.
- The force has an established and compliant race equality scheme (RES) which has been identified as good practice. The RES co-ordinator is active at national level and is a member of the Commission for Racial Equality (CRE)'s national good practice network. To ensure meaningful implementation of the scheme at all levels within the

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organisation, divisions and departments have nominated 'champions' for the RES within their senior management teams (SMTs). Local RES action plans form part of their divisional plans. Divisions are held to account regarding the delivery of RES action plans through the equality and confidence board and provide updates on a quarterly basis where outcomes are monitored. All impact assessments of policies and practices (including HR policies) are published according to the race equality duty and available to staff and the public. Key recommendations from the CRE's investigation report are incorporated within the force's RES 2005/08.

- There is no dedicated resource at force or BCU level allocated to the investigation of hate crime. However, all such investigations are monitored by senior managers on a daily basis using National Intelligence Model (NIM) principles and regularly audited for compliance against force policy by community and race relations practitioners at both BCU and force level. Partners are also engaged to provide external and independent scrutiny to hate crime investigations, e.g. Swindon REC.
- External partners are actively involved in monitoring performance on hate crime via the race equality and diversity programme board's sub groups. This also includes regular close scrutiny of policy implementation and recommendations for development of practice. Homophobic/transphobic incidents and racial incident policy have been reviewed within the last three years, and are consistently monitored every two months, in partnership with the gay police initiative and race equality action group.
- The force has invested in the diversity excellence model to assess its performance in working towards implementing and measuring race equality and diversity outcomes. A number of staff and external partners have been trained as assessors, and subsequent assessment has identified several areas that will be monitored by the relevant strategic race equality and diversity boards.
- All police buildings have been reviewed for compliance with disability legislation and building regulations. In the last major build, Gablecross Police Station in Swindon, an expenditure of £200,000 resulted in facilities which exceeded the minimum disability standards and complied with best practice as recommended by the force's partners, the Swindon Coalition of Disabled People.

Areas for Improvement

- At the year end the force remained below the MSF average for racially aggravated crime detection. Recognising this position, the force at the time of assessment had embarked on a restructuring process designed to further improve the quality of investigations and performance in this crucial area, e.g. oversight of hate crime investigations was to be carried out by BCU detective inspectors. HMIC welcomes these revised arrangements which will add rigour and expertise to hate crime investigations.
- Work is currently being undertaken in conjunction with partners and the Police Authority to identify appropriate structural arrangements necessary for the establishment of an independent advisory group (IAG) or groups. Although there is no formal IAG structure, the force can show that it has used an IAG for individual operations and investigations using local community contacts on an ad-hoc basis.
- An integrated race and diversity training strategy is being developed. It is planned to take into account all aspects of diversity training such as specialist training for diversity trainers, hate crime investigators and others managing the RES appropriate

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to their roles. However, training on the general duty under the Race Relations (Amendment) Act is being delivered.

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1B Neighbourhood Policing and Problem Solving

Grade	Direction of Travel
Poor	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
4	18	20	1

National Picture

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

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

Contextual Factors

The constabulary has been a relatively late starter in adopting the new vision of NHP. A former BCU commander has been appointed to add rigour and drive to the project. There are some examples of innovative thinking which offer promise for the future, but much work remains to be done before the full implementation of NHP will be fit for purpose in Wiltshire. It must be noted that the British Crime Survey (BCS) reports a high level of confidence among Wiltshire residents in their police service, placing it top of the MSF group.

Strengths

- Complying with the government target to have at least one NHP pilot site in place by April 2006, a pilot NHP team has been established in each of the BCUs: Bemerton Heath pathfinder site (Salisbury); Pinehurst (Swindon); and Adcroft (Trowbridge). Each of the sites are at differing stages of implementation. The eventual number of NHP teams in place across the force will total 88.
- The force is fully committed to the rollout of NHP across Wiltshire. To ensure delivery a robust governance structure at force and BCU level has been established, eg there is a force NHP project board overseen by the ACC, which includes Police Authority and partnership representation. A dedicated project manager at chief superintendent level leads the force NHP project, supported by a full-time team of project management and operational practitioners with the remit to roll out, advise and monitor compliance with NHP principles across the force.

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- The force consults its partners and communities using a variety of methods and is actively developing a community engagement strategy, in line with national guidance, designed to meet the needs of the force, its partners and communities to best deliver NHP across Wiltshire. Neighbourhood surveys have been conducted on all three development sites and have informed the setting of local priorities by the neighbourhood action groups established in Bemerton Heath and Adcroft.
- A member of police staff appointed as local investigating officer has been attached to the Pinehurst NHP team. This has released a police officer post to front-line duties (see Case Study 1).

Areas for Improvement

- Although governance structures for the rollout of NHP at force and BCU level are in place, the overarching strategy for NHP was at the time of assessment in draft format.
- A communications strategy had been developed to ensure the concept of NHP was communicated both internally and externally. However, it was only approved by the force project board at the end of the assessment period in March 2006. The force anticipate going live with the promotion of NHP in April 2007 when it is intended that more than 50% of the force area will be covered by community beat managers (CBMs) There is little recognition of NHP on the force website; however, at local level, various marketing techniques have been deployed to ensure communities and partners are aware of the change to NHP within their area, eg posters have been published to identify NHP team and contact details in Pinehurst. The force should consider bringing forward the marketing of NHP across the force well in advance of the go-live date.
- In conjunction with its partners, the force has embarked on the process of creating community and neighbourhood profiles to identify vulnerable locations according to levels of crime, deprivation and demographic statistics, eg Bemerton Heath. Resulting data, identifying the most vulnerable neighbourhoods in each district, has prioritised the rollout of NHP teams ensuring an equitable allocation of resources. As sites are rolled out the force has identified that there is a capacity issue regarding analytical support for NHP teams, i.e. inability to fully prepare and maintain approximately 88 profiles. To counter this, the force has made the decision to use CBMs to produce their own neighbourhood profiles. HMIC is concerned that the reliance on CBMs to compile such profiles without the necessary training and support will undermine the capability of the NHP teams to provide a visible and effective policing presence and this decision should be reviewed.
- While some evidence of NHP teams being deployed and engaging with partners to tackle local priority problems does exist, i.e. the Pinehurst multi-agency day to tackle signal crime and anti-social behaviour (ASB), the process is embryonic and does not follow NIM principles. In identifying this vulnerability, the force is actively working to develop the adoption of the NIM in all aspects of NHP, e.g. improved gathering, analysis and management of community intelligence and better integration of problem-solving and enforcement activity by NHP teams within the NIM tasking and co-ordination group (TCG) process.
- In the absence of a training needs analysis and the formal delivery of a training programme, presentations have been delivered by the force NHP project team to a variety of internal and external stakeholders. Among some pilot NHP team staff, despite their obvious enthusiasm, the level of knowledge and understanding of NHP

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and their roles within it was poor at both force and BCU level.

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1C Customer Service and Accessibility

Grade	Direction of Travel
Fair	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	19	22	2

Contextual Factors

Wiltshire is embracing elements of 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 BME groups.

The force is currently developing service standards which incorporate elements of the victims' code of practice, the HMIC thematic First Contact, NCHS, a single non-emergency number (SNEN) and the QoSC.

The QoSC is a registered force project with the chief officer lead being the DCC. The implementation of the QoSC is currently being reviewed, with the anticipated outcome of a fully structured programme of work for full implementation that will be led by the DCC.

The force continues to develop a new call management strategy in accordance with the HMIC thematic inspection First Contact and the ACPO NCHS. To assist in this the force has identified a dedicated officer to develop and implement this strategy, although a significant amount of work is still to be undertaken to improve the organisation's capability in this area.

The force has a first contact implementation manager who has managed the introduction of a single non-emergency number. This has increased the consistency of service provided to members of the public who contact the police, and has enabled a corporate approach to be adopted at the first point of contact.

Implementation of the victims' code of practice is under way with the development of a training package delivered to all staff, utilising divisional champions from the senior management team to ensure effective implementation and monitoring. Quality assurance processes are contained within the emergency contact centre and force contact centre standards document, which covers the working practices of the contact centres. Quality assurance programmes are being developed to ensure delivery of the standard for November 2006.

Strengths

- The force's level of customer satisfaction with regards to overall experience (79.8%) is higher than the MSF average (79.1%). The force is positioned fourth out of eight forces in their MSF group for the overall experience. There have been improvements made in the levels of satisfaction in four out of the five areas measured including ease of contact, being kept informed, treatment and overall experience in the year to

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date (April–December 2005) compared to the year ending 2004/05.

- The force has established a project management approach to compliance with the QoSC and a dedicated project manager has been appointed. The project is overseen by the DCC. Business area heads are held to account for achieving the activities outlined in the project work packages.
- An implementation plan and project management approach, which shows clear evidence of funding having been secured for activities and systems, enabled the force to demonstrate positive direction of travel towards compliance with the victims' code of practice as from April 2006.
- The force is well advanced in its preparations to ensure the QoSC is being built into existing and anticipated customer service standards projects, e.g. contact management, implementation of the victims' code of practice and the SNEN.
- The force is taking targeted action to address differences in satisfaction as all surveys carried out by the force are analysed to BCU level, including the external consultation mechanisms of People's Voice and Tomorrow's Voice. Recent outcomes have led to an investigation into the alignment of the training received by control room operators.

Areas for Improvement

- While some use has been made of customer survey results to brief managers on trends and the causes of dissatisfaction, further opportunities should be explored to ensure that all sources of customer service information are used.
- The force has a number of projects under way that will impact greatly upon customer service and accessibility, e.g. victims' code of practice compliance, contact management, NHP, and the QoSC. All of these projects are being developed in isolation with the potential for duplication and relevant work being missed. The force should consider how best to draw these strands together.

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1D Professional Standards

Grade	Direction of Travel
Fair	Not Graded

National Grade Distribution

Poor	Fair	Good	Excellent
2	16	25	0

National Position

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

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

Evidence was gathered, consolidated and reported upon in individual force baseline assessment reports which can be found on the HMIC website:
http://inspectrates.homeoffice.gov.uk/hmic/inspect_reports1/baseline-assessments.html

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2 Reducing Crime (Domain 1)

2A Volume Crime Reduction

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
1	18	20	4

Contextual Factors

Compared to last year the overall level of volume crime has increased by 4%. Though disappointing, it should be noted that when expressed as 'crimes per head of population' Wiltshire still has one of the lowest levels of crime in England and Wales, and remains one of the safest counties which to live. In particular, for the second year in a row there have been significant reductions in domestic burglary (17%) and vehicle crime (9%), each a force priority area. Violence against the person has increased by 23% and is the main area of increase in crime figures. It is possible that this is a result of a more focused approach by the force to policing this area of crime, e.g. increased use of fixed penalty notices for disorder.

Strengths

- Though the ACC (operations) leads for volume crime reduction and investigation, the Chief Constable chairs the monthly strategic performance group applying rigorous and robust performance monitoring, in particular for BCU commanders who are directly held to account. A quarterly visit to BCUs by chief officers ensures volume crime performance remains the focus. In supporting this process the head of the criminal investigation department (CID) chairs the force crime strategy group (CSG), whose purpose is to ensure continuous improvement in national crime recording standard (NCRS) compliance, related crime detections and the dissemination of best practice in crime investigation, e.g. the introduction of corporate minimum standards of investigation.
- In the 2005/06 NCRS audit, the force was assessed as having high levels of accuracy and compliance with Home Office Counting Rules (HOCR) and NCRS. The force was given an Excellent grade in crime data quality and Good for arrangements. This represents a significant improvement over last year's assessment where the assessment graded the force Amber.
- The force and BCU commanders are influential within local strategic partnerships (LSPs), providing intelligence and analytical support to help ensure that crime and disorder is a priority for all crime and disorder reduction partnership (CDRP) agencies.
- Regular audits of NCRS compliance are overseen by the force CSG and are subject to inspection during the quarterly BCU visits by chief officers. Trends or best practice

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are disseminated through both the CSG and local BCU champions (crime standards auditors and crime managers). The use of crime standards auditors has been highlighted as good practice by the Audit Commission during its annual review of crime recording practices and procedures.

Work in Progress

- During the last year the need to tackle level 2 criminality together with the high level of demand placed upon the force in managing critical incidents and major crime has led to a reduction in force level resources available to provide support to BCUs in tackling volume crime. The reverse has also often been the case, where BCUs have suffered an abstraction of staff to support force operations. The force is therefore to be commended on maintaining a high level of performance despite this constraint. It is hoped that the current restructuring of the force and the new investment in level 2 resources during 2006/07 will reverse this trend.

Areas for Improvement

- The NIM is clearly used to drive performance. However, the application of the NIM varies throughout the force, e.g. there is no corporacy in the tactical tasking and co-ordination group (TTCG) meeting process or in the completion of NIM templates (strategic and tactical assessments). There is no formal audit/inspection capability in place to ensure that compliance with the NIM code of practice is maintained.
- Though limited, some progress has been made in involving partners in the NIM tasking and co-ordinating processes at BCU level (level 1). The need to implement NHP across the force, and the gathering of community intelligence at all levels to drive the setting of local priorities with communities and partner agencies, has been acknowledged as a clear opportunity to improve this process.
- Problem-oriented policing aimed at reducing crime and other quality of life issues does not form part of the current policing philosophy within Wiltshire. The significant investment in NHP implementation is intended to address this gap by defining the tools and training to successfully promote this methodology.
- The force has developed its approach to the electronic mapping of crime and intelligence; however, the force-wide implementation of appropriate mapping software has yet to be fully undertaken. The ability to use this software tool is an important addition to the force's crime detection and reduction capability and should be progressed as a priority.

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3 Investigating Crime (Domain 2)

3A Managing Critical Incidents and Major Crime

Grade	Direction of Travel
Poor	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
5	17	17	4

Contextual Factors

The force has acknowledged the growing importance of policing this critical area of business. In January 2006, the Wiltshire Police Authority sanctioned a £1.5 million spend over two years to enhance the protective services capacity. This will result in the development of a major investigation team (MIT), a HOLMES team and a surveillance team. The planned introduction of these dedicated resources and a level 2 team will ensure that a fast-time response without recourse to BCU staff is available. However it must be recognised that the process of establishing this capacity will take some time and it will not immediately become available.

Investment is also evident in software systems to support the intelligence and analytical tasks surrounding critical incidents and major crime with the introduction of the NICHE operational records management system. This provides a fully interoperable solution and enables access to data in a more structured way than was previously available.

Risk assessment and risk management activities are being undertaken and have a high priority within the force, with partner agencies being engaged as appropriate.

Both learning and training are an integral part of the critical incident and major crime process, with all BCU commanders and operational chief officers having recently received Gold command firearms training.

Strengths

- A critical incident policy has been published, adopting the national ACPO definition. It is broad in scope, seeking to identify potential critical incidents and those that may become critical. Clear changes to force processes and procedures in this area have been made as a result of crucial lessons learnt following the review of the investigation into the murder of Hayley Richards (a domestic violence-related murder).
- All senior managers have been trained in critical incident management using the Gold, Silver and Bronze command structure to ensure improved scrutiny and ownership of critical incidents at all levels, e.g. the training of the force operations room inspector (FORI) and force duty inspector (FDI) to provide 24-hour capability in identifying and initially managing critical incidents across the force area.
- The force has sufficient resource resilience to provide a 24-hour specialist response,

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i.e. trained senior investigating officers (SIOs) to manage critical incidents and major crime investigations at both strategic and tactical level. At the time of assessment, two SIOs were enrolled on the professionalising the investigative process (PIP) level 3 SIO accreditation programme.

- In line with NIM principles, the force strategic assessment demonstrates an assessment of potential risks and threats, identified as being likely to impact upon the force and its communities at local, regional and national level, e.g. serious and organised crime, violent crime and terrorism. A specific strategic analysis concerning the threat of gun crime within Wiltshire has also been completed.
- A culture of post-incident learning is embedded within the force, e.g. the mandatory debrief of firearms operations and the systematic and robust review of major crime investigations in line with ACPO MIM guidance.

Work in Progress

- To comply with national ACPO and NCPE guidance, the force is developing a risk management strategy and assessment matrix (linked to the critical incident policy), to ensure a consistent approach to decision-making is achieved at all levels, with officers and staff being better informed and equipped to recognise and react to critical incidents. It is intended that the existing paper-based system will be replaced by an auditable electronic facility using the NICHE record management tool.
- Significant investment in and introduction of a new IT platform (the NICHE record management system) is aimed at achieving interoperability of the force intelligence systems. Introduction of this system should also assist the force to also meet its national obligations around the IMPACT and cross-regional information-sharing project (CRISP) projects.
- The need for a homicide prevention strategy has been identified and is in development. When completed this will provide greater understanding and more effective targeting of resources to prevent and minimise homicide, e.g. domestic violence-related homicides.
- Unresolved case reviews have to date been investigated by a dedicated detective inspector. However, the frequency of such reviews has become dependent upon the capacity applied to this function, in terms of resources to provide support. The increase in MIT resources (2006/07) will provide a significant uplift in capacity, allowing the force to fully comply with ACPO major incident room standardised administrative procedures (MIRSAP).

Areas for Improvement

- In acknowledging the need to meet ever-increasing operational demands in managing critical incidents and major crime investigations, and to counter the hitherto significant impact of abstracting BCU staff to resource them, the force, with the approval of the Police Authority, has agreed an increase in resources across all specialist crime disciplines (2006/07). On an incremental basis commencing summer 2006, it is intended to provide a dedicated MIT including HOLMES capacity, level 2 investigators and enhanced intelligence functionality. These resources should be secured without delay.
- A consistent approach to the gathering of intelligence, in particular community intelligence (see 1B, Neighbourhood policing), and the creation of information-

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sharing protocols with key agencies and partners to aid investigations and readily identify emerging trends is subject to ongoing development. This work should be progressed as quickly as practicable.

- Although there is no formal IAG structure in place, the force can show that an IAG has been used for individual operations and investigations using local community contacts on an ad-hoc basis, e.g. Operation Card (Hayley Richards' murder). The adoption of a permanent IAG, representing the six strands of diversity to meet the needs of all stakeholders, was at the time of assessment subject to review. HMIC recommends that the establishment of a formal IAG should be implemented without delay.
- Analytical support is only provided to major investigations on a reactive case-by-case basis. Constraints on analytical resources at force level have resulted in very little proactive work being carried out to support prevention activity. At the time of assessment a problem profile to determine where possible pre-cursor signs for murder and other serious incidents existed was in development.

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3B Tackling Serious and Organised Criminality

Grade	Direction of Travel
Poor	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
7	21	13	2

Contextual Factors

The force can provide evidence of involvement in or generation of joint, cross-border, regional and multi-agency operations involving serious and organised criminality, eg Operations Haul and Hook. In particular, there has been close liaison with a number of forces in operations and cross-border targets concerned with the supply of class A drugs, principally involving persons linked to organised crime groups. However, the resources available to deploy to this area of business are limited. Significant new investment during 2006/07 is intended to provide the force with increased capacity by establishing or enhancing dedicated and experienced teams designed specifically to tackle serious and organised crime across Wiltshire. The resources identified at force level will comprise a dedicated MIT, a surveillance unit, a level 2 investigation development team and an enhanced force intelligence bureau (FIB). As with the previous framework (3A), this capacity cannot be created overnight, and while funds have been agreed and plans made to narrow the gap, at the time of this assessment Wiltshire's capacity in this area was limited.

Strengths

- The ACC (operations) is the portfolio lead for this business area and is proactive in improving the force's capability to be better equipped in the future to respond to the challenges of tackling serious and organised criminality. He also leads for the South West ACPO region in its response to tackling the threat of class A drugs supply, e.g. encouraging the development of a covert policing capability and establishing a number of memoranda of understanding, e.g. in the use of technical resources.
- An improvement in understanding the nature and extent of level 2 criminality within and impacting upon the force area has led to the identification of significant organised criminal networks which have been targeted and subsequently disrupted, eg Operation Hook, concerning the supply of class A drugs and the export of high value stolen vehicles.
- Despite the lack of sufficient level 2 tactical capability during the last year, the force has been an active participant in supporting the level 2 regional TCG process, e.g. Operation Ironstone. There are well-established links between regional and force control strategies and active links at strategic and tactical level with other enforcement agencies, e.g. the Serious Organised Crime Agency (SOCA) and Trading Standards.
- The force has a proactive economic crime unit which is well resourced and has

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ensured that the asset recovery activities of the force are mainstreamed and included within strategic and tactical planning, e.g. the approved investment of 8 additional financial investigators (FIs). A number of successful Proceeds of Crime Act (POCA) level 2 operations with associated seizures have been completed successfully during the year, e.g. Operation Daisy. Seizures in the last financial year exceeded £380,000. A dedicated FI is responsible for the prioritising and actioning of all SARs.

Work in Progress

- The level of resources available to meet demand in tackling serious and organised crime is poor. The force currently has a major crime support unit, which also provides its surveillance capability. BCUs are regularly called upon to supplement the unit by providing resources, provoking tensions in balancing the need to reduce volume crime and introduce NHP with an ability to tackle the threat of serious and organised criminality. This gap has been acknowledged, and against a background of recent success at level 2, significant new investment commencing in 2006/07 is intended to provide the force with increased capacity by establishing or further enhancing dedicated and experienced teams designed specifically to tackle level 2 criminality. Resources identified at force level will comprise a dedicated MIT, a surveillance unit, a level 2 investigation development team and an enhanced FIB.
- As in most forces, the lack of IT systems compatibility still inhibits intelligence sharing with neighbouring forces and partner agencies. Significant investment in and introduction of a new IT platform (the NICHE record management system) is aimed at achieving interoperability of the force intelligence systems. Introduction of this system should also assist the force in meeting its national obligations around the IMPACT and CRISP information-sharing projects.

Areas for Improvement

- During the last 12 months force performance has declined in a number of areas, in particular, violent crime per 1,000 population has risen by 23%, the trafficking in controlled drugs detection rate has declined by 20% and life-threatening crime and gun crime per 1,000 residents has increased by 12%.
- A determined effort is being made to improve business planning and performance assessment in headquarters CID. Although it is difficult to produce and use quantitative information in some areas, performance information is 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.

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3C Volume Crime Investigation

Grade	Direction of Travel
Fair	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
3	20	16	4

Contextual Factors

The overall detection rate remains relatively high (32%, up 2% from last year) with good performance being demonstrated in a number of key crime areas. Annual policing plans for the force and each BCU identify priorities based upon detection and reduction rates. These form the basis for robust and rigorous monthly performance monitoring. A crime investigation strategy is in place; however, it has been recognised that further development is required in order to provide a sound framework linked to performance.

Strengths

- The overall detection rate remains relatively high (32%, up 2% from last year) with good performance being demonstrated in a number of key crime areas. In particular the sanction detection rate for domestic burglary has increased by 7.4% to 20.9%, which is in line with the MSF average.
- A quarterly visit to BCUs by chief officers ensures volume crime performance remains a priority. In supporting this process the head of CID chairs the force crime strategy group, which focuses on ensuring continuous improvement in NCRS compliance, related crime detections and the dissemination of best practice in crime investigation, e.g. the introduction of corporate minimum standards of investigation.
- In the 2005/06 NCRS audit, the force was assessed as having high levels of accuracy and compliance with HOCA and NCRS. The force was given an Excellent grade in crime data quality and a Good grade for management arrangements. This represents an improvement on the last audit.
- Investment in the economic crime unit has ensured that every opportunity to both disrupt criminal activity and exploit the advantages of POCA is taken. This strategy will allow the force to build upon success already achieved, which has enabled FIs investigators to be deployed on BCUs, special branch and the FIB.

Areas for Improvement

- The detection rate for vehicle crime is disappointingly low at 9.9%. This is below the MSF average and places the force seventh out of eight in its MSF group.
- A crime investigation strategy is in place; however, it has been recognised that development is required in order to provide a sound framework linked to performance.

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- To improve crime investigation standards the force is introducing the PIP methodology during the coming year, e.g. all new CID officers are trained to Initial Crime Investigators' Development Programme (ICIDP) standards and the force has adopted the 5-tier ACPO interview strategy. All police probationer officers will receive PIP training within the introduction of the new initial training programme.
- The NIM is used to drive performance. However, the application of the NIM varies throughout the force, e.g. there is no corporacy in the TCG process, or in the completion of NIM templates for strategic and tactical assessments. There is no formal audit and inspection capability in place to ensure that compliance against the NIM code of practice is maintained.
- Though limited, some progress has been made in involving partners in the NIM tasking and co-ordinating processes at BCU level (level 1). The need to implement NHP across the force is acknowledged as a clear opportunity to improve this process by gathering community intelligence at all levels to drive the setting of local priorities with communities and partner agencies.

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3D Improving Forensic Performance

Grade	Direction of Travel
Fair	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
3	16	21	3

Contextual Factors

The current level of forensic performance places the force within the middle range when compared with their MSFs. Efforts are ongoing to improve this performance level through the development of a forensic services performance review process. Rates of conversion of identifications from both DNA and fingerprints into detections were at the end of 2005/06 below the MSF average (primary detections from DNA matches were at 37% compared with the MSF average of 47%).

Although investment is being made in information technology to improve service delivery, the forensic services accommodation at the headquarters site, as cited in the last assessment, remains inadequate and in need of improvement. This continues to be identified as a force priority.

Strengths

- The current level of forensic performance places the force within the middle range when compared with their MSFs. Efforts are ongoing to improve this performance level through the development of a forensic services internal performance review process.
- Wiltshire performs significantly better than its peers in obtaining DNA matches from the scenes of domestic burglary (53% compared to an MSF score of 35%).
- The force has achieved ISO 9000 accreditation for its forensic science unit in the past year as part of a plan to improve its systems.
- To increase its understanding of current service delivery requirements and the identification of opportunities to improve forensic performance the force has recently commissioned an external consultancy (LANNER) to examine its processes and systems. This is a Home Office-sponsored project known as the scientific work improvement model (SWIM).

Work in Progress

- The lack of a formalised forensic management strategy has been identified by the force, and a strategy is being developed using a regional template approach. This should, as a priority, address the current standard of accommodation and the facilities required to deliver the level of service commensurate with the needs of Wiltshire Police both now and in the future.

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- At the time of assessment, the new forensic case management system (SOCRATES) had not been launched. Implementation is planned for early 2006/07.

Areas for Improvement

- Although the ACC is the force forensics champion, there is no dedicated forensic steering group at strategic level to ensure forensic service delivery is met. However, the director of forensic services does attend the headquarters CID performance review meeting where heads of departments are held to account for performance against annually agreed targets and objectives.
- While a linked crime unit is in place, it is not being managed effectively to exploit and maximise every forensic opportunity that may result in the identification of an offender, e.g. DNA and fingerprints identifications are captured, but not routinely linked to footwear marks.
- Skill levels within forensic services are considered good. A dedicated member of forensic staff currently monitors professional development. However, it is recognised that the appointment of a dedicated forensic trainer would be of benefit in ensuring consistency and continuous improvement to the delivery and awareness of forensic services across the force. This appointment is planned for early 2006/07.
- Equipment within the forensics department is functional; however, there are a number of registered projects within the force projects unit that require significant funding in order to develop various forensic areas, e.g. central digital image management.

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GOOD PRACTICE

TITLE: ISO 9000

PROBLEM: In the first Baseline Assessment of 2003 four framework areas were graded "Fair" in Wiltshire Constabulary, those were:

1. HR Management
2. Performance Management
3. Level 2 Crime
4. Forensic Management

All these frameworks were tackled in different ways using various tools and techniques that compliment the Force's ethos of continuous improvement.

Forensic Management was assessed to have been worthy of a Best Value Review.

SOLUTION:

The process was evaluated using the five C's:

- To **Challenge** systems and practices currently utilised in dealing with the collection, submission and results of Forensic submissions.
- To **Consult** with staff and management to determine areas of good practice, areas for improvement and opportunities for fundamental reappraisal of service delivery.
- To **Compare** our structure and practices with our Most Similar Forces group in order to identify good practice.
- To identify opportunities for **Competition** and/or **Collaboration** as appropriate.
- To prepare a service improvement plan.

The review showed that all areas of forensic management are very much process driven. It also revealed that in some areas the same processes are conducted in a different manner within the respective Basic Command Units. These differing processes in a small Force with a centrally managed forensic service gave rise to some concerns. In order to ensure that the processes were consistent and were achieving the desired standards, the Force decided it would benefit from undertaking an ISO 9000 quality standard process across its functional areas. This option would not be cost free but the potential benefit of eliminating local differences in processes should outweigh the cost of implementation. Initial enquiries revealed that the cost of obtaining ISO 9000 status would be in the region of £5,000.

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To undertake ISO 9000 quality standard certification for forensic management process

Advantages	Disadvantages
<ul style="list-style-type: none"> • Ensure standardised process for all forensic service processes across the Force • Ensure that standards are maintained • Potential to reduce costs if consistent approach achieved • Potential to pick up best practice through ISO 9000 process 	<ul style="list-style-type: none"> • Cost • Time and effort to implement

The Research

Once the option for ISO certification had been accepted and approved, research activity commenced that specifically looked at areas such as:

- Who could provide us with certification?
- What were the cost implications?
- What experience within the police environment did they have?
- What was the experience of other users?

After researching various options for taking this forward, a company called "SGS" were chosen to facilitate Wiltshire Constabulary's certification as they:

1. Were good value for money
2. Have a good reputation in the market place
3. Have experience with police Forces (Avon & Somerset)
4. Have assessors that know forensic services

Planning

The services of a consultant who had experience of setting up a Quality Management System (QMS) was required and to this end Mr Nigel Amos from Allery Scotts was engaged in the process.

It was decided that as the department were setting up a QMS from scratch then the first priority would be to document the processes used within all areas, in the form of process flowcharts.

These flowcharts gave a good visual indication of what core activities were performed within any specific area and were very easy to follow.

The consultant and the Force Quality Officer conducted a One day workshop for nominated personnel from Forensic Services so as to give them the tools and

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techniques to go back and document their own processes.

OUTCOME(S): The externally accredited certification company conducted an audit during April and May 2006 and as a result the department successfully attain ISO certification.

Potential benefits from this exercise are as follows:

- Growing National appreciation of the need for development of Quality Working Practices
- Quality Standard seen as essential for continued improvement
- Contributes toward providing a credible service
- Demonstrates a commitment to maintain high standards
- Provides a mechanism to seek improvement

Maintains and Improves our Service Delivery

FORCE CONTACT: Chief Superintendent Andrew Hollingshead 01380-734052

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3E Criminal Justice Processes

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	15	27	1

Contextual Factors

The Chief Constable and the DCC are part of the Wiltshire criminal justice board (WCJB). The DCC chairs the WCJB performance and delivery sub-group and leads for the force in criminal justice issues. In October 2005, the DCC was instrumental in forming the WCJB performance and delivery group (PDG) which has led to an improvement in performance, e.g. 12 out of 19 national local criminal justice board (LCJB) targets were achieved.

A recently completed best value review (BVR) of criminal justice has in the short term assisted in providing clarity of roles and responsibilities within criminal justice. It has also provided the basis for further and more far-reaching restructuring of the department. This work is currently being undertaken within a project now established to review criminal justice structures, accountability and processes across the force, e.g. the establishment of a single criminal justice unit (CJU) for the force.

Strengths

- The force exceeded its nationally set target for the number of offences brought to justice (OBTJs) and was just above the MSF average. However, given the overall increase in total crime (in 2005/06 there was a 4% increase in volume crime), OBTJs increased by only 1.7%.
- The force has recently migrated to statutory charging. It is of note that following the final assurance checks, the national inspection team commented upon the very strong links between the police and Crown Prosecution Service (CPS), at all levels, in moving forward this initiative. In particular, a number of areas of good practice introduced by Wiltshire Police were identified for use as a benchmark against which other force processes should be inspected.
- A recently completed BVR of criminal justice has in the short term assisted in providing clarity of roles and responsibilities within criminal justice. It has also provided the basis for further and more far-reaching restructuring of the department. This work is currently being undertaken within a project now established to review criminal justice structures, accountability and processes across the force, eg, the establishment of a single CJU for the force.
- The opening of the newly built BCU headquarters at Swindon and refurbishment of custody suite facilities at Salisbury has ensured that all custody suites across the force area comply with Home Office/ACPO standards concerning the safety and dignity of detained persons and staff. The force is currently assessing the impact of

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the ACPO manual *Safer Detention and Handling of Persons in Police Custody* upon its custody processes and procedures and intends to complete an implementation plan during 2006/07. At the year end (2005/06) the BCS stated that Wiltshire were top of the South West region in this area, recording that 81.3% of defendants reported having their rights respected and being treated fairly.

- A witness care unit (WCU) resourced by both police and CPS staff became fully operational in December 2005 within CPS premises at Chippenham. Following a phased migration, the unit now provides a service to victims and witnesses across Swindon and Wiltshire, based on the victims' code of practice. An integrated training package has ensured effective implementation and service delivery.
- The force participates in the recently established prosecution team performance meetings (PTPMs). These are joint meetings with other LCJB partners, e.g. the CPS and the Courts Service, designed to monitor performance. PTPM structures are maturing and an evaluation of the reporting system is ongoing to ensure all LCJB partners receive meaningful data designed to identify performance improvement more effectively.
- Nationally set targets for the execution of warrants are being met. Wiltshire reduced their outstanding warrants to a total of 138 to meet their end of year target. The warrants system is linked to the force intelligence system (OPTIMUS) and warrants are placed on the Police National Computer (PNC) within 24 hours of receipt. The Office for Criminal Justice Reform has praised these systems and the consistency of meeting targets. The force has achieved a 41% reduction on the April 2005 figure and more than achieved the target for 2006.
- POCA targets have been exceeded and are routinely discussed at the WCJB performance and delivery group.

Areas for Improvement

- At the end of 2005/06, the BCS stated that Wiltshire was placed fourth in the South West region of forces in meeting the needs of witnesses. The formal introduction of the WCU in December 2005 and compliance with the victims' code of practice (April 2006) should provide the force with opportunities to improve upon this position.
- Though the number of persistent young offenders (PYOs) managed across the force area is low, the average time between arrest and sentence of cases involving PYOs has increased over the last year. In the final quarter, the force had exceeded the national target of 71 days, with a figure of 74 days.
- The force is to re-introduce an IT-based system for monitoring both file quality and timeliness data. At the time of assessment monitoring of file quality and timeliness was carried out manually; however, manual of guidance standards were being maintained.
- The force bail management system is currently paper-based and manually accessed. The force intends to move to an electronic bail management system in November 2006, following the introduction of NICHE.
- In respect of PNC data quality performance on inputting arrest/summons reports with 24 hours, the force achieved an average of 84.5% during the year against the statutory PNC codes of practice target of 90%. This target has only been achieved once in the year ending March 2006. As commented upon in the last baseline assessment, an IT infrastructure problem with gateway access to the PNC was

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again cited as being the root cause. In addition, errors have also been identified in the completion and submission of the necessary paperwork. In recognition of this problem, PNC performance is a standing agenda item discussed at the force strategic performance group monthly meeting.

- During the last year the PNC steering group was disbanded, leaving the force vulnerable in terms of leadership and direction in this crucial area of business. However, at the time of assessment a new director of intelligence who is responsible for PNC had been appointed and the steering group re-introduced. It is hoped that this renewed focus will result in tangible and sustained improvements both to the IT systems and PNC working practices in general.

GOOD PRACTICE

TITLE: *Work-Force Modernisation – Local Investigation Officers (LIO)*

PROBLEM:

Wiltshire Constabulary implemented a Prisoner Handling Unit using Police Staff within 'C' Division in April 2001. Within 2 years this had been implemented across the Force in the other 2 divisions.

Following the success of the two year pilot of the Prisoner Handling Unit, Phase 2 was implemented. This phase extended the function of the team and multi-skilled two groups of staff – PHT with the Criminal Justice Unit Investigation Assistants. The Investigation Assistants were already experienced investigators and mainly upgraded full files, taking victim and witness statements. This provided a streamlined Case Management System within the Criminal Justice Unit. This phase commenced on 1st June 2003.

SOLUTION:

Overview – To recruit Police Staff posts to become Local Investigating Officers

The Local Investigating Officers have the necessary skills to enable them to assist operational officers taking witness/victim statements, undertaking general enquiries and executing warrants and serving summonses. Being linked geographically to the station, they develop local knowledge and are in a prime position to share intelligence and provide assistance to Community Beat Officers to meet front line demands. The overall aim being to provide a complete case management service to the Division, taking the case from arrest, securing key evidence, through to interview, process, charge and file completion, without impacting on Patrol Officers.

A business case was provided to Force Forum on 22 April 2003 and followed a bid to the Home Office for funding to be secured. The bid from the Workforce Modernisation Fund was successful and the full amount, less evaluation costs, has been secured for 2 years funding at a total of £404,592.

The original six LIO's commenced in May 2004, following their training they became 'live' for evaluation purposes from the beginning of July 2005.

LIO contracts were due to expire on 30th April 2006, but the Force has extended this by 6 months until 3rd November 2006.

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Aims:

The aims of the Local Investigating Officer Project is to:

1. Provide an enhanced quality of service to victims and witnesses
2. Improve quality and timeliness of investigations.
3. Modernise the Wiltshire Constabulary workforce by using Police Staff geographically in support of, and to enhance, the Case Management Unit.
4. Work alongside front line officers, jointly managing ongoing investigations/enquiries, increasing operational availability and reducing administrative bureaucracy for front line Police Officers.
5. Provide career development opportunities with a more structured career path.

Role:

As well as tasks linked to police powers, other tasks undertaken are:

- Provide an immediate response to the gathering of key evidence for detainees
- Obtain evidence for the Case Management Unit in relation prosecution files.
- Operate alongside Constables, making telephone or house to house enquiries, taking statements, returning SPR.
- Major enquiry investigations, to reduce the abstraction of local Police Officers.
- To provide a local service to victims of crime and witnesses by keeping them informed.

Training

LIOs commenced training on 10 May 2004 for 5 weeks and the training was provided by an external training company. Some of the main areas training covered were:

- Interview skills
- Traffic
- Conflict resolution
- Victim/Witness Needs
- PACE
- Custody procedures
- Communication
- Fingerprinting/DNA
- Statement taking

OUTCOME(S): Summary:

- Out of station activity has increased by 5% where LIOs are based. This is 5% of ALL the police officers' time who are stationed in those sectors.
- LIOs have undertaken 5255 hours of work which would otherwise have been undertaken by Police Officers. Of these hours, approximately half have been spent on Major Investigations, such as Op Dorchester/Cortex/Card, where they have made up house to house and enquiry teams, obtaining statements etc.
- LIOs cost 12.9% less than a mid-range police constable.
- LIOs spend 65% of their time out of the police station which is in uniform and marked vehicles and therefore adds 'six further uniforms' to visibility.

FORCE CONTACT: Chief Superintendent Andrew Hollingshead 01380-734052

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4 Promoting Safety (Domain 3)

4A Reducing Anti-Social Behaviour (ASB)

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	8	35	0

Contextual Factors

Within Wiltshire the ACC leads the business area of ASB reduction, linking into the Safer Wiltshire executive board and Safer Swindon executive board through BCU commanders. Internally the ACC is the lead within the force service delivery group to ensure co-ordination within the county on ASB issues.

The three BCU commanders head the CDRPs within the two LSPs and one unitary authority. There is a common ASB information protocol crossing the three BCUs and four districts, county and unitary authority. ASB reduction forms part of the local area agreement (LAA) in Swindon and will be under the Wiltshire LAA for 2007/08. ASB reduction is a key element of the BCUs' control strategy, and partners have been involved in its development.

The use of ASB tools, such as Section 30 orders, Acceptable Behaviour Contracts (ABC), and Anti-Social Behaviour Orders (ASBOs) are employed together with fixed penalty notices within custody. The extended police family and partnership ASBO reduction officers are fully engaged with ASB at local community level.

PCSOs undertake in-force training in line with Centrex objectives and training sessions are conducted on BCUs to update and inform staff on developments in ASB. Partnership training is delivered within health and education services and the drugs and alcohol action team (DAAT). Specific action days have been developed within the partnerships. Community safety inspectors within the BCUs co-ordinate and support development of PCSOs.

In comparison to the regional average, Wiltshire has a slightly higher number of respondents perceiving there to be 'high levels of anti-social behaviour' and 'high levels of disorder'. However, Wiltshire's figure is significantly lower than the national average.

Strengths

- The ACC has responsibility for ASB within his portfolio. He represents the force on a number of strategic multi-agency groups including the Safer Wiltshire executive at which ASB is a key topic. This gives a clear strategic lead for the business area and encourages active buy-in at a senior level among partners.
- There is close collaboration and joint working with CDRPs and local authorities, in particular local authority ASB officers. ASB is dealt with in accordance with NIM principles. Local authority ASB officers attend divisional tasking meetings and there

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is strong senior officer engagement at police community consultative meetings, providing opportunities for the public to feed information, concerns and intelligence to police. A county Neighbourhood Watch (NW) association is now established, creating a conduit for two-way information flow.

- In collaboration with other agencies a range of responses are available to address ASB. One such provision is the establishment of the prolific and other priority offenders scheme and its close links to the drugs intervention programme (DIP). Interventions are conducted on a multi-agency basis, with the most appropriate response being determined collaboratively.
- Relatively speaking, Wiltshire has a low level of ASB; however, extensive use is made of ABCs and dispersal orders where appropriate. In all cases proportionality and impact on local communities are key determining factors in establishing the appropriate response dependent on the circumstances.
- BCUs hold regular multi-agency tasking meetings which create a forum for the sharing of information and intelligence. These meetings are held in accordance with the requirements of the NIM, all intelligence being input into the force intelligence system where it is available to all officers and appropriate staff.
- The force seeks to develop communication strategies with local media as well as community groups, e.g. NHW. Excellent working relationships have been developed with the press and ASB is a topic covered regularly within news stories. Recently the establishment of a dispersal order at Liden, Swindon received significant news coverage including positive interviews with local community members and a local beat officer.
- Excellent relationships exist between the police and other agencies, in particular the CPS. ASB is regularly discussed within the LCJB and all agencies are mindful of the close balance to be struck between enforcement, sanctions and public confidence. Specialist multi-agency information sharing and ASB protocols have been developed with all local authorities across Swindon and Wiltshire; this seeks to achieve some degree of corporacy and consistency in promoting information-sharing as well as delivering consistency in response to anti-social behaviour.

Areas for Improvement

- Currently ASB reduction is not included within the level 2 strategic assessment or control strategy. However, this is under consideration by the ACC.
- ASB training should be seen as a developing area so that evolving needs are identified and refresher training is available to staff.

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4B Protecting Vulnerable People

Grade	Direction of Travel
Poor	Declined

National Grade Distribution

Poor	Fair	Good	Excellent
8	32	3	0

National Position

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

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

Contextual Factors

The DCC is the portfolio holder for the vulnerability business area. The headquarters strategic functions associated with this business area are managed by the superintendent (community safety and criminal justice). The role of the headquarters department focuses primarily on policy development, the implementation of national requirements and the development of strategic partnerships, as well as collaboratively working with partners to develop cohesive and joined-up working arrangements.

The force has a number of established groups which allow managers and practitioners to meet and share good practice as well as providing opportunities for the two-way flow of information. The vulnerability steering group (VSG) is chaired by the superintendent (community safety and criminal justice) and is attended by the managers of the child protection units (CPUs), vulnerable adults units (VAUs), public protection units (PPUs) and domestic violence units (DVUs). This group sets the strategic direction for the force and ensures a corporate and consistent style of front-line service delivery; in addition, it provides

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significant opportunities for the promulgation of information and learning, including the outcomes of serious case reviews which are often cross-cutting in their nature. This group is supported by a practitioners' forum in which practitioners from the respective business areas meet and discuss issues of relevance.

In 2005 the force conducted a review of its vulnerability services. This review focused on all aspects, including structures, accountability and workloads. A number of recommendations have already been implemented and others – for example, line management accountability which currently sits within the community safety directorate – are currently under consideration. A further matter under consideration is the establishment of a central referral unit. There are obvious linkages between domestic violence and murder and contemporary practice suggests that this area of business should fall within the crime portfolio.

Strengths

- Close collaborative working arrangements exist between the police and other agencies, both statutory and non-statutory. Multi-agency child protection policies and procedures direct the investigation of child protection matters. The force is currently implementing the requirements of the NCPE documents and anticipates meeting compliance deadlines.
- The police are represented on local safeguarding children boards (LSCBs), children's trusts and all relevant sub-groups including serious case review, training, quality assurance and policy and procedures. Police engagement within the above groups ensures that services are delivered as far as possible in a corporate way.
- The VSG creates a forum where all managers working within the vulnerability business area meet quarterly to share best practice. In addition, practitioner meetings are regularly held under the auspices of the detective sergeant (vulnerability).
- Staff working within child protection, domestic violence, vulnerability and public protection are co-located on BCUs either within a single office or adjoining offices. These working arrangements promote information sharing and facilitate informed policing activity and responses.
- Police officers working within CPUs are either accredited or undergoing accreditation within the ICIDP programme. In addition, multi-agency training is undertaken in collaboration with partners under the auspices of the LSCBs. This training includes all facets of joint investigation including video interviewing. All new staff appointed to CPUs receive close supervision and structured mentoring in accordance with requirements of ICIDP.
- All domestic violence referrals are made via an electronic template which is forwarded to the vulnerability unit. This data then auto-populates an in-house IT application. Significant work has been undertaken in back-record conversion and the force is moving to a position whereby all domestic violence records will be present on the database. It is acknowledged that ultimately the IMPACT programme will deliver a national solution; however, the force has continued with its development of a bespoke system based on recommendations from a number of serious case reviews.
- Close working relationships exist with other agencies, for example the Wiltshire domestic violence intervention partnership (DVIP). An agreement exists whereby open information sharing takes place between police and social services, particularly in cases where children are present in houses when police officers attend reports of

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domestic violence. In addition, police officers, social workers and other agencies (voluntary and statutory) regularly make referrals to the 'Bobby Van' scheme if they observe shortfalls in security at the houses of domestic violence victims.

- Regular offender risk reviews are conducted on sex and dangerous offenders to ensure the quality of reviews meets a high standard. Any changes to offender circumstances are fed back through the partnership and effective action is taken. Where significant risks are apparent this is also fed through the NIM at the force strategic tasking and co-ordination group. Recent examples have included the re-arrest of a known contact sex offender within two days of his release.

Areas for Improvement

- Currently the strategic lead for vulnerability sits within the community safety portfolio. Contemporary practice suggests that this area of business should be within the crime portfolio. The force is considering this option and HMIC suggests that the transfer of responsibilities would be beneficial.
- The recommendations of the Independent Police Complaints Commission (IPCC) report into the murder of Hayley Richards should be acted on without delay. It is acknowledged that the force has tackled some of the major issues identified, eg the appropriate flagging of critical incidents using the electronic 'yellow folder' system, but more work remains to be undertaken to ensure critical incidents are recognised at an early stage and flagged appropriately.
- The force structure is not sufficiently resourced to investigate domestic violence incidents and at present BCU staff are co-ordinators rather than investigators, providing support to officers and victims as their core function. Administrative duties intrude into their time.
- Supervisory roles on BCU vulnerability units at sergeant level cover a range of disciplines and intrusive supervision and dedicated professional expertise can be compromised. Detective inspectors who oversee these postholders have BCU-wide responsibilities for crime management. These wide-ranging supervisory responsibilities, when coupled with the responsibilities of supervising domestic violence staff, erode the capability of the force to provide effective supervision and investigation of cases.
- Knowledge of NCPE guidance among staff was limited; however the force acknowledges this weakness and has formulated a training plan. The preceding points render the force less able to ensure that an acceptable quality of investigation occurs in all domestic violence cases.
- Arrests for domestic violence offences have declined by 19% over the last year and are significantly below the MSF average, at 53% compared to an MSF average of 74%.
- An audit on penalty notices for disorder (PNDs) showed some evidence of inappropriate disposal of domestic violence cases by this method, contrary to Home Office guidance.
- The current domestic violence database should be migrated to a common architecture as shared by the child abuse and vulnerable adults systems, allowing full integration into an intranet-based application. The introduction of the NICHE records management system has limited the possibility of linking with the crime recording system at the current time.

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- Staffing levels within the vulnerability function have not kept pace with increasing workloads, particularly within the headquarters Violent and Sex Offenders' Register (ViSOR) unit. This has led to problems with back record conversion and should be addressed.
- The current arrangements for responding to reports of missing persons (MISPERS) are paper-based which is not fit for purpose for 21st century policing. Consistent application of policy can be compromised and intelligence-sharing opportunities can be lost. The force should address this as soon as possible.

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5 Providing Assistance (Domain 4)

5A Contact Management

Grade	Direction of Travel
Fair	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
1	18	20	4

Contextual Factors

The force continues to develop a new call-management strategy in line with the HMIC thematic inspection First Contact and the ACPO NCHS.

Its aspiration is to achieve a contact management operation which is fit for purpose and which is likely to attract an HMIC grading of at least Good and Improving by summer 2007.

Business continuity and disaster recovery issues are being enhanced through the development of a facility at the new Swindon divisional headquarters. This is a major investment, as is the current developmental work which will see the introduction of an automated call distribution system in order to audit and manage secondary calls.

An important development was the introduction in January 2006 of the single non-emergency number (Police Only SNEN), to enhance the first contact procedures provided to members of the public and ensure that all calls received are dealt with appropriately. It is considered that this will aid the transition to the national SNEN.

Wiltshire has reacted positively to the 2005 baseline assessment in this area of business but recognises that there is still much to do to provide a contact management operation which will achieve the standards to which it aspires. The key elements of improvement have been identified and now need to be delivered.

Currently this portfolio is managed through the operations support department, and a new post of deputy head of department has been created to oversee the planned improvement in contact management. This is a welcome move, but falls short of having a dedicated, stand-alone post holder whose sole focus is contact management, as this is generally acknowledged to be a key service. The new postholder will have a split responsibility, which may not be the best fit at a time when the provision of protective services is under close scrutiny.

Strengths

- The force has adopted a recovery plan that includes a mutual agreement with an adjoining force to accept emergency 999 calls and use of the Airwave system to notify force controllers to despatch a resource to any incident.
- 999 answering performance has improved from 85% to 92% within target time, and is above MSF performance.

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- A new facility has been provided at divisional headquarters at Swindon which will contain all the relevant equipment necessary to facilitate business continuity and disaster recovery within the communications environment. This will include the ability to receive and deal with emergency 999 calls. At the time of the assessment this facility was being incrementally tested.
- At the time of this assessment the constabulary were using an electronic crime and incident tasker allowing staff to direct enquiries to appropriate local resources. This tasker allows all notes and commentary on the progress of the investigation to be updated onto the system which is available for viewing by any member of staff.
- In January 2006 the Constabulary introduced the Police Only SNEN to enhance the first contact procedures provided to members of the public and ensure that all calls received are dealt with appropriately. To assist in this, provision has been made for a limited front-end auto-attendant facility which already diverts 15% of all calls from central call handlers.
- The force provides National Vocational Qualification (NVQ) standard training in customer services, evidenced through personal development reviews (PDRs) and validated by trained assessors. A 15-week course has been developed dealing with every aspect of contact management within the workplace. This course has been extremely successful and has enjoyed a low attrition rate. Students are at a basic competent stage when they start in the workplace.
- The force gains feedback from victims of domestic burglary, violence, road traffic collisions (RTCs) and racist incidents. This feedback is used to improve service delivery and to highlight any potential gaps within the training programme for call-handling staff.

Work in Progress

- The contact centre does not use a broad set of measures to inform management in the decision-making process. The force should develop a group of measures which clearly focus on individual and contact centre performance. At the time of the assessment work was already in hand to achieve the desired outcome.

Areas for Improvement

- The contact centre needs to be regarded as a fundamental part of service delivery for the force. To achieve this there needs to be clear leadership at senior level. The appointment of a head of profession at executive level is regarded as an essential element of this requirement.
- While evidence suggests that staff meetings do take place, there is no indication that a staff perception survey is undertaken. There is also no indication that customer feedback is used to develop and drive improvements. The force should develop processes to ensure that staff and customer satisfaction are at the centre of organisational thinking.
- There is no evidence of a contact centre HR strategy being in place. HR support is provided by the central force HR department. The contact centre should as a matter of urgency develop a costed HR strategy that is linked to the force HR strategy and thus provide greater clarity for local HR issues, and consider appointing a dedicated HR manager to this business area.

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- The development of the contact management strategy has been ongoing for some considerable time. The completion of this work should be a priority, focusing on the early implementation of the recommendations of the business case written by the director of resources in March 2006. These recommendations include:
 - **the introduction of an automated call distribution system;**
 - **expansion of the professional experience and skill levels among contact centre staff;**
 - **appointing a performance management analyst for the contact management function;**
 - **setting more stretching targets for the department;**
 - **overhaul of the current arrangements for second tier call management;**
 - **introducing performance incentives for contact management staff;**
 - **appointing a 'critical friend' from outside the service to help drive up standards.**
- The introduction of the SNEN should address concerns in relation to call-management of non-emergency calls. However, to ensure that this is the case the force should undertake a formal evaluation of performance in this area to ensure that the benefits have been achieved.
- The force must fully consider the linkages between contact management and NHP. At present this is not fully developed.

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5B Providing Specialist Operational Support

Grade	Direction of Travel
Fair	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	23	19	1

Contextual Factors

The ACC has responsibility for all operations within the force and reviews every incident involving police use of firearms and all deployments where subsequent use of firearms was not necessary.

The ACC and DCC and all chief superintendents are designated Gold commanders. All chief inspectors form the Silver cadre together with FORIs who act as initial Silver and Gold. There are 12 outer-cordon Bronze commanders made up from force duty inspectors and 15 inner-cordon Bronze firearms commanders. In addition there are ten tactical advisers. These resources have been significantly enhanced during the last year from previous levels in 2004/05.

The level of firearms deployments has risen substantially this year, to 139 authorised deployments from 88 last year, compared to an MSF average of 122. There has been a commensurate rise in the number of incidents being resolved by armed response vehicle (ARV) crews, from 54 to 124. The MSF average for this indicator was 241, placing Wiltshire substantially below its peers. The force is compliant with the NCPE and Home Office code of practice and is now licensed.

The Wiltshire and Swindon local resilience forum (LRF) is chaired by the ACC and the force is also represented by the major incident planning officer. There are several related sub groups, each of which report back into the main LRF. The ACC is also the regional resilience forum representative for the LRF. This process allows for fully integrated emergency management processes to take place with all category 1 responders represented and engaged.

The force has a proactive involvement in risk assessment and takes the lead on the risk assessment sub group of the local resilience forum. A community risk register has been produced, as has a risk management process document in compliance with the requirements of the Civil Contingencies Act (CCA.) This is a living document and is reviewed regularly to ensure any new risks are identified.

Strengths

- The force has a self-assessment process for firearms operations which allows robust performance review. The process includes a comprehensive threat and risk assessment as required by the Home Office firearms code of practice and there is clear evidence of the link between the threat assessment and the numbers of

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officers engaged in firearms work.

- All firearms deployments and pre-planned events are subject to report by commanders. Each report is the subject of robust review, any advice or guidance is endorsed on the review document and feedback is provided. All reports are the subject of risk assessment and any training needs identified are addressed as necessary.
- There are clear lines of communication between policy group and practitioners, providing opportunities for thorough discussion and review of emerging issues. Every incident which involves the deployment of firearms is subject to a debrief for all personnel engaged at the scene of the incident and the Gold, Silver and Bronze commanders. The de-brief documentation is examined to quality-check the process.
- Firearms Bronze commanders are identified individuals (all sergeants and selected acting sergeants) who have the appropriate range of skills and experience to carry out this role. An identified bronze commander is on duty 24/7 in addition to ARV crews. All bronze commanders attend the firearms command training a **minimum** of three times a year, during which they share and agree processes and procedures. The bronze function is carried out routinely and is an embedded part of procedures. The bronze training course is designed to maintain training accreditation by drawing together the various strands into a formal delivery structure.
- Clear auditable documentation is maintained by the force for selection, training, refresher training, re-assessment and accreditation and deployment records for all personnel in specialist operational support such as public order, air operations, the marine unit and the dogs and mounted sections.
- The force can demonstrate that it has an understanding of the potential risks, threats and community impact of incidents likely to trigger public disorder. The force can display the application of the conflict management and disorder models.
- PSU call-out rotas are tested. There are documented and tested arrangements in place for mutual aid with neighbouring forces. Staff training records are maintained. The force seeks to accredit its staff to national standards.
- The force has agreed processes for conducting risk assessments and is identifying the best use of the available resources for the organisation. Hazards and threats have been identified in the risk assessments and are being evaluated so that they can be managed in an appropriate and accountable way. The plans are revised as part of a scheduled review programme and there are regular arrangements in place with partner organisations to share information and intelligence.
- The force is engaged with the LRF at chief officer level and is represented at the regional forum. Force representatives are aware of the LRF sub forums and are able to take forward issues raised for further action.
- A communication strategy is in place to cover potential events and the risk assessments and emergency plans are available to the public. Publicly available material has been agreed with partner organisations and is in line with local and national initiatives.
- Generic and specific emergency plans have been drafted in consultation with partner organisations. The drafted plans take into account the requirements of the CCA and the results of the local risk assessments. The plans are maintained by an appropriately trained individual. Plans are written clearly and concisely so that they can be easily understood. A policy is in place for use of the voluntary sector in dealing with the aftermath of an incident.

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- The force has arrangements set out to respond to an incident and threat in a co-ordinated way and can demonstrate robust procedures for call-out and activation. Practical emergency management procedures are in place. Provisions are made for the force to exercise emergency procedures regularly to ensure there are sufficient numbers of trained staff. Practical training is backed up by wide dissemination of literature, testing and other training events such as seminars.
- Formal arrangements are in place to call on assistance from neighbouring forces in the event of a catastrophic incident or if specialist resources are required. Alternative contingency arrangements that can be followed in the event of the drafted emergency plans not being activated are being drawn up.

Areas for Improvement

- There is limited evidence of public order being considered at either level 1 or level 2 within force processes.
- The force has recognised that it needs to create a stand-alone level 2 capacity for public order to prevent abstractions from BCUs and has plans to create an operational support group. This plan should be implemented as soon as possible.
- At the time of the baseline assessment there was no dedicated intelligence capability for public order matters and plans were in hand to create such a unit. This intelligence capability should be implemented as soon as possible.
- At present there are informal arrangements in place for information sharing with partners in the civil contingencies arena. These should be formalised as soon as practicable.

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5C Strategic Roads Policing

Grade	Direction of Travel
Fair	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	7	33	3

Contextual Factors

The ACC has overall responsibility for roads policing and casualty reduction, with the roads policing policy being the direct responsibility of the chief superintendent (head of operations support).

From April 2006 the responsibility for roads policing has changed – the newly created centralised roads policing department now owns this area of business, which previously rested with BCUs. These new arrangements will require a settling-in period but the evidence suggests that the aims and objectives of the new department have been clearly communicated to staff. A new line management structure has been put into place consisting of a superintendent (operations) a chief inspector (head of roads policing), an inspector (policy and collision investigation) and an inspector (roads policing operations). Within this line management structure each member of staff has clearly defined areas of responsibility and all members meet at least twice a week to discuss current roads policing business.

At a strategic level, the force is a member of the Wiltshire and Swindon road safety partnership which consists of senior representatives of Wiltshire County Council, Swindon Borough Council, the Highways Agency, the safety camera partnership and the constabulary. The ACC also chairs the Wiltshire and Swindon road safety partnership.

The need for a formalised roads policing strategy is recognised and this is currently under review. It is also acknowledged that the work of casualty reduction is a multi-agency issue and as such embraces education, engineering and enforcement approaches, which involve joint activity at local level with partners to deal with specific issues and hotspots.

There are clear targets associated with roads policing, covering both collisions and injuries. These have been set in conjunction with partnership agencies and the Police Authority and have been incorporated into the local public service agreements. The National 2010 reduction target has been made more challenging as the target has been set to be achieved by 2009. Internally, roads policing targets are subject to regular monitoring at the monthly strategic performance meeting and are also subject to monitoring at the ACC's quarterly BCU performance meetings. Externally, performance is also reported to the Police Authority quarterly and, while there is further work to do, there has been a steady reduction in the number of casualties during the last three years.

The ACPO policy on pursuit management is fully complied with, utilising the FORI as the pursuit manager and also ensures that pursuit driver training and re-training is ongoing. The force also complies with the road death investigation manual (RDIM).

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Strengths

- The force follows the ACPO guidance on speed enforcement and there is a joint speed management strategy with its partners. The approach to casualty reduction embraces education, engineering and enforcement, and involves joint activity at local level with partners to deal with specific issues and hotspots. Following the deployment of safety cameras on the M4, encouraging signs in casualty reduction have been observed and sustained.
- Roads policing is a core element of the TCG and performance monitoring processes and activity is largely driven through the tasking and co-ordination process which ensures linkage between roads policing and other functional areas.
- The force has a clear set of targets associated with roads policing, covering both collisions and injuries. These have been set in conjunction with partnership agencies and the Police Authority and have been incorporated into the local public service agreement. The national 2010 reduction target has been made more challenging as the target has been set to be achieved by 2009.
- Wiltshire is below its MSF average for the number of people killed or seriously injured on the road.
- There are currently sufficient numbers of staff trained to investigate fatalities in line with the RDIM. The force has a family liaison officer (FLO) co-ordinator, with co-ordinators in each BCU to oversee FLO deployment, which is provided on a force-wide basis. FLO training is provided internally and co-ordinators ensure 24 hour availability and maintain call-out procedures. In order to meet succession planning, a further eight staff will receive fully compliant SIO training including principles of the RDIM. A rigorous monitoring and intervention mechanism for all fatal RTC investigations is currently being introduced. It will involve all fatal collisions having an input from an officer at least of the rank of inspector within 24 hours; thereafter they will be subject to periodic rigorous review. All of the nine sergeants on the roads policing unit (RPU) are SIO trained and there are plans to train the inspector (operations) and the chief inspector. The inspector (policy and collisions) is already trained.
- Collision investigation is given a high priority in Wiltshire, consistent with the challenges of ensuring safety on the county's road network, which contains significant stretches of fast single carriageway.
- A clear communication strategy has been built into the creation of the centralised roads policing department. Officers interviewed by the assessment team had a clear focus on what was expected of the department.
- The force has a dedicated automatic number plate recognition (ANPR) capability and intercept teams have been operational since October 2005. The ANPR supervisors have a weekly liaison with their RPU colleagues as to the deployments for the forthcoming week to see if there can be any cohesive initiatives between the two units.

Areas for Improvement

- A force roads policing strategy is currently under review. This should be a priority task for the force to undertake.
- The provision of mobile data should be considered a priority.

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- Speed awareness workshops (SAW) meeting national requirements have been very successful, to the extent that the force is now receiving requests for SAWs from outside businesses as well as government departments. However, there is scope for greater use of prevention schemes to deter young people getting involved in car crime, e.g. theft of motor vehicles and disqualified driving.

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6 Resource Use (Domain B)

6A Human Resource Management

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
2	18	23	0

National Position

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

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

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

Contextual Factors

There has been considerable progress in the past year in raising the profile of people management within the force. The retention of Investors in People accreditation provides the external recognition of this and Wiltshire is committed to building on the standard. This work has been branded as 'People First'.

The structure of HR has been modernised with the recent appointment of a professionally qualified director at chief officer level who is supported by a head of personnel services. The wider organisation is supported by personnel officers located on BCUs or within departments. The restructuring of the department at senior level has led to a re-positioning of the role of HR in the management of change; for example, the director of HR was instrumental in driving through a programme of review with senior stakeholders which has

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resulted in the development of the force policing model – a major programme of change and reform to support national and local objectives. Senior HR staff are active members of various change projects (e.g. NICHE, criminal justice review). This is a significant shift from the previous more reactive role that HR took and demonstrates the integration of HR into the areas of the force which are driving change and increased performance.

In particular, the force continues to enjoy a mature and productive relationship with its staff associations.

Strengths

- The Police Authority is fully engaged and actively scrutinises the costed HR plan every two months. Police Authority members are also actively engaged through specific strategic boards.
- HR management is devolved to the most appropriate level within the organisation, with all managers and supervisors clear about their responsibilities.
- The introduction of the management leadership and development programme offers the opportunity to identify and develop the future leaders of the organisation while at the same time providing an externally recognised management qualification. This is of particular importance to police staff who have not had this opportunity before. In addition this also provides an externally recognised generic management qualification.
- Grievances and employment tribunals are actively monitored to allow the organisation to learn lessons for the future.
- The force has achieved renewal of its Investors in People accreditation across the whole organisation, which represents a significant achievement.
- The implementation of the people manager system has brought quantifiable benefits to the organisation, for example the improvement in the electronic PDR process.
- The force has a comprehensive people management strategy which is subject to annual review and is jointly developed and approved by the Police Authority. The costed HR plan provides a clear business focus for a number of activities as well as integrating with other strands of the organisation.
- The people agenda is owned by a board consisting of a range of force leaders (including chief officer representation and BCU commanders), a Police Authority member and staff association representatives. This board is chaired by the director of HR, supports the development of HR strategy and provides the strategic drive and means of delivery of agreed strategy into the workplace.
- The director of HR is the chief officer lead for health and safety (H&S). The annual H&S plan is monitored and reviewed against set targets.
- A close working relationship between the occupational health unit (OHU) and H&S ensures a joined-up approach, with workplace accidents and near misses reported annually and fed into training programmes including officer safety training.
- There has been major investment within HR (providing recognition of the engagement of the function with the force) with the appointment of new senior role holders – in particular the HR director at chief officer level. Additional commitment has been provided via sign-up from the Police Authority to a business case developed during the review period to replace the existing HR system.

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- The outcome of the stress audit independently conducted in 2005 (of which the return rate was the highest of participating forces), remains a constant source of referral/information for all levels of management. Action has included training key staff in the efficient use of this data source and providing managers with subsequent support (e.g. regular risk assessments for identified groups).
- The occupational health group (OHG) have agreed the implementation (including the investment of training in practitioners) of the trauma risk management methodology (TRIM) within the organisation. The introduction of TRIM throughout the force will ensure traumatic incidences/events are managed in such a way as to reduce the potential for physical, emotional or psychological trauma for staff/officers.
- The force has worked closely with staff associations to commence development of an agreed structure for the management of change, making clear to all stakeholders the importance of an agreed process in communicating and implementing change. This is an important development to support the organisation in ensuring strong structures for the delivery of strategic change.

Work in Progress

- Access to HR information, for example terms and conditions, police regulations and procedural information on the force intranet are in need of further improvement.
- The existing HR IT system is awaiting replacement by a new fully integrated system. This is seen as a major project for Wiltshire and the portfolio of works will require adequate resourcing which is provided for in the business case.

Areas for Improvement

- Sickness levels remain an area of concern for the force among both police officers and police staff. Although substantial reductions have been achieved from the previous year (26% and 34% for police officers and police staff respectively) the current levels are still above national averages at 86 hours per officer and 82 hours per member of staff per annum.

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6B Training, Development and Organisational Learning

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
3	11	27	2

National Position

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

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

Contextual factors

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

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

- The force has developed a mechanism for reporting through the tactical and strategic bodies of the learning and development (L&D) group and the people management board to ensure that accountability for standards, costs and planning for all training rests with a single source, the head of L&D.
- An L&D plan has been developed to capture all training in the force. Devolved training arrangements are subjected to the same policy and procedures as training delivered through the central function and are incorporated into the L&D plan.
- Wiltshire has developed a single service improvement plan which captures all locally identified improvement actions as well as those which result from previous HMIC training reports. This plan is subject of periodic review and scrutiny by the people management board and the Police Authority human resource committee.
- A robust evaluation function for all training has been developed, with tasking and reporting through the L&D group to the service delivery group. Ownership of level 4

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evaluation projects rest with the business at executive level and level 3 evaluations are driven through the tactical group, thus ensuring independence from the training delivery functions.

- The L&D department has reviewed the effectiveness of succession planning processes across the training function. Professional development units (PDUs) are seen to be a natural resource through which future talent can be identified and developed. Progress has been made but further work is required in this area.

Strengths

- There exists a good level of engagement between the Police Authority and L&D that has been well established for a number of years. The head of L&D reports to the Police Authority human resource committee on progress against the key performance objectives for the year on a periodic basis. These arrangements ensure the L&D plan is monitored from a governance perspective and is held to account. It also ensures that the Police Authority remains informed on and strategically engaged with L&D matters.
- There is strong and committed ACPO engagement with the L&D function both in the force and on a regional and national basis. The head of L&D reports directly to the director of HR and represents the profession on the force strategic direction strategy and planning board. The DCC chairs the regional strategic training group and training management group, while the Chief Constable holds a number of national training portfolios. This proactive relationship ensures that L&D has clear leadership and is strategically engaged in the development of the organisation.
- The L&D department operates within a well-established client/contractor relationship where all activity supports client needs. This relationship is showing signs of maturity with performance needs analysis and organisational development interventions increasingly at the forefront of the client/contractor relationship.
- The force engages with a robust framework of regional groups that have been established for a number of years and are in turn engaged at the national level. These groups have produced a range of tangible outputs for the benefit of the service, including the development of a regional IPLDP evaluation strategy that has been identified nationally as noteworthy practice.

Areas for Improvement

This section provides a broad summary of the areas for improvement found as a consequence of the current inspection. Specific areas to address are contained in the detailed assessment guide which the force retains. That document contains an 'indicative scalar' of between 1 and 5 for 90 specific areas. More immediate effort will be required on those areas scoring 3 or less than for those scoring 4 or more.

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

- While it is apparent that the force is committed to maximising the learning opportunities available for its staff, there has been only limited use made of e-learning. An opportunity exists for this to be more fully exploited and the force should give serious consideration to implementing NCALT as a vehicle for both national and local learning provision.

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- The force has invested in updating its current L&D facilities and makes effective use of these. However the facilities available for operational training, notably firearms, are currently inadequate. Given the current debate regarding the potential for force restructuring, it is recognised that significant investment in such facilities may be problematic. However the force should fully explore the options to improve these facilities including collaborative opportunities.
- The L&D department uses regional and other force contacts for benchmarking and some evidence of the benefits of this practice are clear, including the information used in establishing an internal crime training unit. However the practice of benchmarking is not systematic and could be improved through the development of a benchmarking partner's register and a common approach to this activity across the function.
- The department has undertaken a degree of marketing activity to create an identifiable brand for L&D in the force, including an intranet presence and standard communication formats. However, more can be achieved in this respect through a systematic approach to marketing the function and presenting an image that supports the ethos expressed in the people management strategy for professionalised L&D provision.
- A staff focus group has recently been established in the L&D function and will form the building blocks for staff engagement practices for the future. The department should continue to foster this development to achieve maximum future benefit.

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6C Race and Diversity

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	14	27	2

Contextual Factors

A diverse workforce fully representative of all communities across Wiltshire is seen as fundamental to the force improving its understanding of diverse community needs, leading to the delivery of a policing service that is fair and equitable to all.

The force equality and diversity strategy draws together all strands of discrimination, providing a clear lead to staff and communities alike.

The force has improved in its recruitment of female officers, with a rate that exceeds 37%. In addition, the recruitment of BME police officers (2.8%) and police staff (5.1%) exceeds the proportion of BMEs (2.5%) in the economically active Wiltshire population. However, while the force is proactive in driving the diversity agenda, its performance falls short in a number of key areas, e.g. under representation of female and BME staff in higher ranks and grades across the force.

Strengths

- The DCC has responsibility for the race and diversity portfolio. He chairs both the external service delivery-focused race equality and diversity programme board (a multi-agency group), and the internal force equality and confidence board. These groups facilitate the effective implementation of the force equality and diversity strategy, providing scrutiny and improvements to service delivery and internal improvements to the management of diversity within the force which have the support and confidence of local communities.
- The force diversity and equality strategy has been recognised as good practice and is monitored and developed through the equality and confidence and race equality and diversity boards. These boards oversee and monitor the six strands of diversity.
- The force has an established and compliant RES which has been identified as good practice by the CRE. The RES co-ordinator is active at national level and a member of the CRE's national good practice network. The employment duty is monitored in accordance with best practice and data is published both internally and externally. The scheme and associated information is reviewed by the race equality action group. HR policies and duties under the scheme have been impact assessed by external partners and the policies approved by the advisory, conciliation and arbitration service (ACAS).
- The force has invested in the diversity excellence model to assess its performance in working towards implementing and measuring race equality and diversity outcomes.

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Training a number of staff and external partners as assessors, subsequent assessment has identified a number of actions that will be monitored by the relevant strategic race equality and diversity boards. The assessment report is published externally.

- The force is a member of Opportunity Now, which provides for benchmarking of initiatives against public and private sector companies and organisations, particularly with regard to gender issues. The force received a silver award from Opportunity Now and has received best practice achievement awards from the employers' forum for work on disability.
- The force is a disability award 'two ticks' symbol user. This award has been renewed during 2006 in recognition of the work placement opportunities provided for disabled people, together with adjustments made for those already in the workplace.
- The force has a fairness at work policy and flexible working policies which reflect best practice and which have been written following discussions with ACAS. These are accessible to staff via the intranet and information on work-life balance, part-time and flexible working, maternity and paternity leave are made available to all employees.
- In consultation with ACAS and staff associations, the force has undertaken a review of its current grievance procedures. To address the identified need for introducing local conflict resolution, 'first contact advisers' have been appointed to fill the void between invoking informal and formal processes.

Areas for Improvement

- Female and BME staff remain under-represented in higher ranks and grades, e.g. there is only one female officer in a senior rank above inspector and only one BME officer in a rank above sergeant. To create and increase a more diverse workforce that better represents the six strands of diversity, the force has recently appointed a positive action officer whose remit is to encourage the recruitment, retention and progression of staff from under-represented groups, e.g. the force hosted its first gender agenda conference in June 2006, with the aim of removing barriers to enable more progression for women employees. While it is recognised that the force is working hard to improve representation within these groups, it is the view of HMIC that the force has been slow to implement these initiatives and should consider, as a priority, all opportunities available to speed up the process.

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GOOD PRACTICE

TITLE: Diversity Excellence Model (DEM) Assessment

- Professional Standards Function-

PROBLEM: The Wiltshire Police made a decision to undertake a DEM assessment of its Professional Standards function as part of the commitment to deliver race equality and diversity outcomes, as exemplified by the organisation's Race Equality Scheme

Additionally, the CRE Final Report of their Formal Investigation into Police Services in England and Wales (March 2005), recommended the need for the police service as a whole to review the professional standards function.

SOLUTION:

The Diversity Excellence Model is a tool by which an organisation can assess its performance in working towards race equality and diversity outcomes. The model is based on the European Foundation for Quality Management (EFQM), with a framework of assessment concentrating on:

Enablers – the things that an organisation does to enable it to function

- Leadership
- People
- Policy & Strategy
- Partnerships & Resources
- Processes

Results – these are the outcomes of the organisation's business

- People Results
- Customer Results
- Society Results
- Key Performance Results

Essentially, the DEM is a strategic assessment, and such provides an overview to answer the following question:

“How is the organisation implementing and measuring diversity?”

Wiltshire Police is using the DEM to assess the Professional Standard function because it will enable it to answer the above question in this specific area. This will mean that the DEM assessment of Professional Standards will capture, in generic terms, information which will allow the organisation to make an informed judgment in relation to Professional Standards.

Who conducted the Assessment?

In March 2005, staff from Wiltshire Police and some of our colleagues from external partner agencies received training on the DEM Assessment. Altogether, 20 individuals were trained, and thereafter work has already begun to undertake an organisational strategic assessment. For the Professional Standards function, the DEM assessment

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was undertaken by internal staff – due to the data protection and confidentiality of information (some personal information involving staff was needed as evidence for the assessment), external partners who were trained were not used on this occasion. However, they were regularly updated and overall outcomes shared for any comments / questions.

The Assessment:

During the initial discussion with Head of Professional Standards, it was agreed that this assessment would form one part of the wider scope work which can be taken forward by the department. The assessment therefore took the form of a Desktop Review - aimed at identifying gaps (both current and potential) - which would identify areas for Further Work – ensuring that in depth work and analysis is undertaken in identified areas – and the outcomes of which are Action Planned – thereby ensuring that the delivery of race equality and diversity outcomes are fully integrated within the Professional Standards Department's own Departmental Plan.

Outcomes of the Assessment:

The Assessment process was geared to be as discursive as possible with the interviewees. Therefore, the assessment was carried out involving interviewees in the note taking process and agreeing with them that what was written down captured their views / feelings succinctly.

In asking the general questions, which reflected the requirements of the more specific DEM questions, the Assessment Team and the interviewees were able to identify areas of strength and areas for improvement pertaining to the Enablers and Results criteria of the Model.

OUTCOME(S): The initial findings were discussed and agreed by all parties and an action plan is the inevitable outcome. The report was highlighted during the HMIC inspection of PSD as being good practice, and the DEM report for PSD is due to be published in August 2006.

FORCE CONTACT: Chief Superintendent Andrew Hollingshead 01380-734052

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6D Managing Financial and Physical Resources

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
1	11	24	7

Context

This is an HMIC assessment of domain 6D. It is based on the force's self-assessment return and HMIC findings as well as a consideration of the police use of resources evaluations (PURE) by the Audit Commission's appointed auditor or the Wales Audit office for the force/authority. Set out at the end of this report are the appointed auditors' summarised scores for each theme covered by PURE. Separate more detailed reports on PURE have also been issued by the appointed auditor for the authority/force.

Work on preparing for force mergers has had a significant impact on the finance department and other support services.

Strengths (to incorporate the Audit Commission's Use of Resources)

- The force has developed strong policies to enhance shared services and is keen and willing to move forward following the decision of the regional ACPO team to develop shared services in the five forces in the South West region. The force is also well placed for this initiative as its main financial systems are provided through the Distinction system, recently bought out by Agresso, and this would form a basis for the most likely shared service solution in the South West, based on an Agresso model being developed by Devon and Cornwall Police. HMIC will give support on the concepts and implementation of shared services as a positive development towards realising objectives required under the Gershon agenda.
- The force is currently in a sound financial position, with general reserves standing at the end of 2005/06 at 3.5% of net revenue expenditure. The medium-term forecast show that the budget is manageable until 31 March 2008 without any call on general reserves (but see Areas for Improvement below).
- Finance/resource planning is an integral part of both the senior management team's and Police Authority's strategic planning cycle, leading to greater emphasis on resource planning and monitoring.
- 84% of the budget is devolved, encouraging flexibility and responsibility among budget managers within the constraints of funding mechanisms.
- Some use has been made of activity-based costing and benchmarking information to assess resource usage. For example, comparisons are beginning to be made between resource utilisation and detection rates for different types of crime.

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- Performance indicators have been developed on all support services, although these require finalisation in relation to the estates management service.
- There is good joint working between the five forces in the South West, with procurement as a notable example, eg a regional physician's contract that has delivered savings to Wiltshire of approximately £500k per annum.
- Another proactive policy is developing through the regional shared services agenda for a regional transport service across the five forces in the South West. In addition there are initiatives to develop a joint workshop with the ambulance service.
- The transport service is well managed and has a high national profile, with the fleet manager chairing the national fleet managers' group. It has an excellent reputation with users.
- The force now uses benchmarking data in reviewing the future direction of its support services.

Areas for Improvement (to incorporate the Audit Commission's Use of Resources)

- The force has not achieved full integrated business solutions in-house, mainly as neither HR systems nor the Commitments system are integrated, but this may be solved through the shared service proposals referred to above.
- There is a need to provide more training on financial management issues to departmental and divisional heads of service.
- There is a need to ensure that all key financial information users have access to effective IT-based financial systems within the organisation and deliver wider use of financial systems that are available.
- The force also needs to develop its e-procurement services, as this has not been a strategic priority, but again may find the best solution will arise from either the shared service proposals or future amalgamation of forces.
- The medium-term financial plan shows that there will be considerable budget pressures from 2008/09 onwards which will include potentially up to a £7 million shortfall in protective services. Planning processes will therefore be required to address future financial strategy.
- The force recognises that there is more work to be undertaken in developing the use of the results of activity-based costing to inform management decisions on the use of resources and improved performance.
- The estates strategy now requires review, particularly as there is now the possibility of reduction from three to two BCUs. This needs to include a review of operational police stations, as it is believed that there is scope for a material reduction, thereby creating efficiency savings. In a predominantly rural area, there is also the scope to examine the use of more mobile policing units.
- The force and Authority need to improve risk management processes so that these drive corporate planning processes.

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Audit Commission Use of Resources

Force and Authority: Wiltshire

Element	Assessment
Financial Reporting	Not Available
Financial Management	3
Financial Standing	3
Internal Control	3
Value For Money	3

Key to grades

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

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

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6E Information Management

Grade	Direction of Travel
Fair	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
1	9	31	2

National Position

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

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

Contextual Factors

The structure of the IT department has recently been changed, an experienced director of IT having replaced the chief superintendent who was previously in post. The new post holder is line-managed by the director of finance and facilities, who is a member of the chief officer team. Wiltshire has also appointed an information and communications technology (ICT) services manager to represent customer interests in the development and implementation of ICT systems. Elsewhere in the department there has been significant investment in growing staff numbers to add to capacity.

A number of new systems have been introduced across the organisation in the past year, for example the national management of information system (NMIS), and at the time of the baseline assessment the force was preparing for the introduction of the operational records system, NICHE.

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Strengths

- Following a detailed review of the IT department a professional IT director has been appointed with direct links to the force executive. A revised support structure has been created and the head count for the ICT department has increased.
- The work of the ICT department is connected to the strategic management of the organisation through the work of the running order group and the reform and development committee. These groups ensure ICT taskings are closely linked to the strategic priorities of the organisation.
- The force has delivered the first part of the IMPACT nominal index (INI) on time and the system is now fully operational.
- Wiltshire's information security policy ensures that there are no unmanaged vulnerabilities to IT systems. Recent penetration testing has led to an action plan to address areas identified by this activity.

Areas for Improvement

- The force ICT strategy is in need of updating and the organisation recognises this need. At the time of assessment recent discussions about potential force amalgamations and restructuring had resulted in the suspension of any immediate review until the emerging picture was clarified.
- The need for business continuity and disaster recovery planning has recently been addressed through the employment of a consultant to draft a strategic business continuity plan. There is now a need for individual departments to build on this work by preparing specific continuity plans.

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6F National Intelligence Model

Grade	Direction of Travel
Fair	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	19	22	2

Contextual Factors

As reflected in the annual policing plan, the NIM is integral to the managing of demand at all levels of the force. However, it is acknowledged that there has been a lack of corporacy and consistency in how the NIM is delivered at both tactical and strategic level. In particular, there is a need to further improve the level of analytical capability to generate more accurate and timely information upon which to base deployment and problem-solving decisions, e.g. to achieve the implementation of NHP and the increase in force resources to tackle level 2 criminality.

Strengths

- A strategic crime and intelligence group has been established, overseen by the ACC (NIM champion). It is chaired by the head of crime and is designed to ensure a corporate and consistent approach to the NIM is adopted and compliance with the NIM code of practice is maintained via a documented action plan.
- The force has recently appointed a new director of intelligence who, with the principal analyst, is driving NIM compliance at tactical level, e.g. chairing the newly created intelligence managers group meeting.

Work In Progress

- To aid the setting of local priorities and tasking of resources within neighbourhood policing teams, a joint multi-agency intelligence unit is in the process of being established. The unit is integral to the rollout of NHP across Wiltshire, e.g. Wiltshire and Swindon intelligence network.

Areas for Improvement

- The NIM is clearly used to drive performance. However, its delivery and application varies throughout the force, e.g. there is a lack of corporacy in the TCG meeting process and the standard of completion for NIM templates (strategic assessments are the subject of recent review). Standardised processes are intended for delivery via the intelligence managers meeting. Although processes are in place to monitor compliance with the NIM code of practice, there is no formal audit/inspection capability in place at tactical level to ensure consistency is achieved and maintained.

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- As referred to in the last baseline assessment, some limited progress has been made in fully engaging all partners in the NIM tasking and co-ordinating processes at BCU level. The need to implement NHP across the force and the gathering of community intelligence at all levels, to drive the setting of local priorities with communities and partner agencies, has been acknowledged as a clear opportunity to improve this process.
- In general the force is good at analysis of intelligence and data. However, there was evidence that some senior managers lack the level of understanding necessary to task analysts to produce appropriate analytical products linked to local needs, e.g. analysts are being used as researchers or tasked with producing management information. Managers responsible for deploying analysts have had little or no training regarding their capabilities.
- Despite investment in the iBase analytical software tool, a lack of functionality is restricting the full use of the system. The introduction of NICHE will further compound this problem, as neither system is capable of 'talking' to the other.
- The force has developed its approach to the electronic mapping of crime and intelligence; however, the force-wide implementation of appropriate mapping software has yet to be fully undertaken. The ability to use this software tool is an important addition to the force's crime detection and reduction capability and should be progressed as a priority.

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7 Leadership and Direction

7A Leadership

Grade	Direction of Travel
Good	Not Graded

National Grade Distribution

Poor	Fair	Good	Excellent
0	4	35	4

Contextual Factors

The chief officer team has undergone significant change within the last year, notably with the addition of a director of HR and the relatively recent appointment of the director of finance and facilities, (joining the Chief Constable, DCC and ACC). The new appointments have brought a freshness and rigour of perspective. In a challenging year, given the uncertainties raised by the significant work with regard to potential re-structuring, the clear vision set out by the Chief Constable, obvious recognition of the challenges ahead, and renewed focus on people will greatly assist the force in making changes – some of which are highlighted within the baseline assessment.

The vision for Wiltshire Constabulary has been communicated with continued fervour by the Chief Constable and chief officer team. It has been conveyed in pragmatic terms and has been adapted to incorporate the possibilities of re-structuring. There has been a real, evident emphasis on ensuring that the force is fully effective, and clear leadership from the top to 'close the gap' in protective services. The values and standards of service delivery expected of all members of staff are emphasised within the emerging leadership programme and reinforced by the restatement of the 'keeping Wiltshire safe' message, together with the publication of the leadership charter which sets out clear expectations of how leaders will conduct themselves both to the public and to colleagues. This has been visibly led through a number of 'meet the chief' sessions. The same open style has been used to communicate the developing debate on potential amalgamations of police forces.

The chief officer team exhibits an open and inclusive style and engages constructively with staff associations and key stakeholders. There has been recognition of the need to enhance the profile of the force within the media, and critical incident handling has fully tested the communication strategy.

A very open and constructive relationship is evident between the chief officer team and the Police Authority. During a particularly challenging period this has enabled successful and efficient joint working on planning, consultation and business improvement. Significant joint work has been undertaken in support of the proposals for re-structuring.

The police officer members of the chief officer team retain ACPO portfolios and have contributed at national and regional level to developments within the service. The police staff chief officers also play an active part in ACPO committees. The CC has led nationally with regard to the development of a new approach to recruit training. The DCC is the portfolio holder for the ACPO technology group, and leads on the national video

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identification strategy and facial identification national database. The ACC holds the national lead for public order and police dogs. The director of finance and facilities is a member of the performance management and finance and resources business area and is the regional lead for risk management.

In summary, this is a team relatively recently formed. Progress has been made, and there is a realisation of the new agenda and challenges ahead, and an enthusiasm to best position the force. Focus will be needed to ensure that new approaches and strategies are delivered on the ground. The development of the leadership programme will be critical to enhance leadership throughout the organisation.

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, experience, and critical thinking from outside the service.
- External communication 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, headlines performance and focuses on sections of the organisation and how they are contributing to service delivery. The style and presentation is professional and, following feedback from readers, the document is being re-worked to be more inclusive and relevant. Overall there is evidence of greater proactivity.
- The Chief Constable has given a very positive and constructive lead to the force during a period of uncertainty. An unequivocal message was reinforced, namely, 'Wiltshire must be in the best possible shape for change.' The Chief Constable was influential in securing the support of the Police Authority for further and welcomed investment in protective services. He demonstrated personal leadership in acknowledging areas for improvement, the need for change, and simultaneously the need to deliver 'business as usual' to the communities of Wiltshire. The team has sought to maintain high visibility within the force and within the community.
- A positive stance towards the reform agenda is further supported by the DCC as the chief officer ACPO lead on all issues relating to reform and development. The ACC, director of finance and facilities and the director of HR are the senior responsible officers (SROs) for the programmes that make up the reform and development portfolio. At the present time there are approximately 40 projects in the portfolio of works. This approach ensures that the force is able to implement a full range of new initiatives in a controlled manner.
- Wiltshire has undertaken collaborative work with other forces in the region. A specific example of this is the supply of forensic physicians and healthcare professionals. As a result, the regional forces have been able to achieve a substantial cost saving in the supply of such services and this has been incorporated into the force efficiency plan.
- The DCC chairs both the race equality and diversity programme board (externally focused, and which involves partner agencies), and the equality and confidence board (internally focused, involving representatives from key departments, e.g. CID, HR, the professional standards department (PSD), training etc.) These groups facilitate the effective implementation of the equality and diversity strategy, providing improvements to service delivery that have the support and confidence of local

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communities. The force has achieved improvement in satisfaction rates with respect to the service to members of the BME community

- The relationship between the force and the Police Authority is very good, constructive and business-like. The Chief Constable is held to account for performance and effective management. There has been joint consideration of the vision for the force in future, an example being the need to refocus on people issues. Priorities in terms of service delivery to local communities were jointly agreed, with heavy emphasis on the service to victims of crime and crime reduction. A full complement of meetings and joint seminars are held as part of governance of the force.
- The DCC chairs the force sickness monitoring group and therefore has a good insight into the health and welfare of the organisation. An OHU stress survey of all staff was conducted during 2005, the results of which have been published on the force intranet, and an action plan to address specific areas has been developed.
- Relationships with the staff associations are mature and well grounded, with an open door policy on the part of the vast majority of senior members of staff.
- The assessment team were struck by the enthusiasm and commitment of the senior managers to narrowing the gap which had been identified by the HMIC inspection of protective services in 2005. At the time of the inspection this was within the context of the possibility of amalgamation into a larger regional structure, and given the uncertainty which could affect the will to manage the present, this was commendable.
- The force has continued to deliver a strong performance with regard to crime reduction and improving outturn with regard to crime investigation, while achieving strong public confidence and satisfaction rates

Work in Progress

- There is an opportunity to extend leadership development within the force. Development of the chief officer team and senior managers has been assisted by providing the opportunity to undertake 360-degree appraisal, an opportunity which all the team have taken up. This is followed by a process to address individual development needs through coaching, mentoring or training. Consideration should now be given to extending this type of appraisal to the wider organisation and its use should be seen as a mechanism to provide ongoing assessment of individual needs as opposed to a one-off snapshot in time. The new national careers advisory service should be used to assist in this process. A management L&D programme has commenced; given the challenges faced by the force additional impetus would be beneficial.

Areas for Improvement

- The development of outcomes from the HR staff survey is a programme of work the force needs to progress, with associated involvement of the staff representative groups and appropriate communication/marketing of action taken.
- Despite the work which the chief officer team have either completed or initiated this year, there remains a significant performance challenge. Leaders at all levels need to reinforce accountability for performance and ensure that there are robust processes for reality-checking implementation of key strategies. The force will need to identify new approaches and solutions (with others) to address capacity and capability with regard to protective services.

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7B Performance Management and Continuous Improvement

Grade	Direction of Travel
Fair	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	12	26	5

Contextual Factors

The force operates a defined and structured performance management process. The primary performance meeting is the strategic performance group which is attended by the full chief officer team as well as BCU commanders and departmental heads. The meeting follows a set agenda and reviews actions as well as seeking to identify improvements in service delivery. The opportunity is also taken to identify good practice and disseminate it across the force.

These meetings are complemented by individual BCU and operational departmental reviews conducted by the ACC, at which specific performance issues can be explored in detail. Support departments are also subject to a performance regime against their departmental plans.

Each of these processes is integrated with the NIM as a focus of the performance monitoring and management control strategy developed from the strategic assessment of the force. The strategic assessment also forms an integral part of the force's planning process.

There is a robust process of monitoring by the Police Authority, which receives a performance report containing details of incremental performance against each of the targets and statutory performance indicators (SPIs) on a regular basis. The audit and monitoring committee, which receives the report from the ACC, then reports to the full Police Authority, making performance a highly visible issue.

Strengths

- The performance-related roles and responsibilities of the Police Authority, Chief Constable and senior managers are clear and unambiguous. Through various meetings, the chief officer team take a visible and proactive part in improving performance across all areas of the business, both operational and organisational. These meetings are designed to hold individuals to account but also display a supportive, collective ownership approach with meetings being designed to recognise and spread good practice.
- Wiltshire has published a clear vision and values document with the updating of the 'keeping Wiltshire safe' priorities. This concise document expresses policing objectives (linked to the policing plan and national policing plan), as well as outlining the customer service ethos that staff are expected to deliver against.
- The force complies with the ACPO quality of service survey guidance, and the

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results of these surveys are published at both strategic and operational levels. There is demonstrable evidence that the surveys are informing service delivery, e.g. command and control room training is now aligned with the activities that are measured as part of the satisfaction surveys.

- The force and Police Authority operate a number of regularly held corporate governance committees which are used to discuss strategic, operational and organisational matters. The force and Authority have a mature relationship and these meetings help to identify and manage any tension between local and national priorities.
- Performance information is published in a timely, consistent manner. This area is being developed and in the future the force will be capable of publishing data on the Internet for public consumption.

Areas for Improvement

- The force has invested in the national management information system which is being rolled out during 2006/07. However, it is considered that this system would be greatly enhanced with the introduction of an executive information system to provide bespoke information to managers and supervisors at all levels. This has been accepted by the force and should be progressed during the financial year.
- With a few exceptions, there is little structured or regular inspection or auditing of compliance with standards in key areas that might affect performance. A systematic and co-ordinated approach to audit and inspection should be developed, the effort being targeted at areas of identified risk, key customer services or where there is the most scope for improvement.
- The force has a robust performance management regime for operational divisions and departments, but the performance monitoring of support departments is less vigorous. There would be benefit in re-invigorating the six-monthly review process for these departments.
- The force continues to introduce the QoSC and has recognised its links to the externally accredited charter mark administered by the Cabinet Office. The benefits of achieving this accreditation should be further considered.

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Appendix 1: Glossary of Terms and Abbreviations

A

ABC	Acceptable Behaviour Contract
ACAS	advisory, conciliation and arbitration service
ACC	assistant chief constable
ACPO	Association of Chief Police Officers
ANPR	automatic number plate recognition
ARV	armed response vehicle
ASB	anti-social behaviour
ASBO	Anti-Social Behaviour Order

B

BCS	British Crime Survey
BCU	basic command unit
BME	black and minority ethnic
BVR	best value review

C

CBM	community beat manager
CCA	Civil Contingencies Act
CDRP	crime and disorder reduction partnership
CID	criminal investigation department
CJD	criminal justice department
CJU	criminal justice unit
CPS	Crown Prosecution Service

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CPU	child protection unit
CRE	Commission for Racial Equality
CRISP	cross-regional information-sharing project
CSG	crime strategy group

D

DAAT	drugs and alcohol action team
DCC	deputy chief constable
DIP	drugs intervention programme
DVIP	domestic violence intervention partnership
DVU	domestic violence unit

E

EFQM	European Foundation for Quality Management
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F

FDI	force duty inspector
FI	financial investigator
FIB	force intelligence bureau
FLO	family liaison officer
FORI	force operations room inspector

H

H&S	health and safety
HR	human resources
HOCR	Home Office Counting Rules

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HOLMES Home Office Large Major Enquiry System

I

IAG independent advisory group

ICIDP Initial Crime Investigators' Development Programme

ICT information and communications technology

INI IMPACT nominal index

IPCC Independent Police Complaints Commission

IPLDP Implementation of Police Learning and Development Programme

IS information systems

IT information technology

L

LAA local area agreement

L&D learning and development

LCJB local criminal justice board

LRF local resilience forum

LSCB local safeguarding children board

LSP local strategic partnership

M

MAPPA multi-agency public protection arrangements

MIRSAP major incident room standardised administration procedures

MIT major investigation team

MSF most similar force(s)

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N

NAFIS	National Automated Fingerprint System
NCHS	National Call-Handling Standards
NCIS	National Criminal Intelligence Service
NCPE	National Centre for Policing Excellence
NCRS	National Crime Recording Standard
NHP	neighbourhood policing
NW	Neighbourhood Watch
NIM	National Intelligence Model
NMIS	national management of information system
NVQ	national vocational qualification

O

OBTJ	offence brought to justice
OHG	occupational health group
OHU	occupational health unit

P

PCOS	police community support officer
PDG	performance and delivery group
PDR	personal development review
PDU	professional development unit
PIP	professionalising the investigating process
PNC	Police National Computer

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PND	penalty notice for disorder
POCA	Proceeds of Crime Act
PPU	public protection unit
PSD	professional standards department
PSU	police support unity
PTPM	prosecution team performance meeting
PURE	police use of resources evaluation
PYO	persistent young offender

Q

QA	quality assurance
QoSC	quality of service commitment

R

R&D	reform and development
RDIM	road death investigation manual
RES	race equality scheme
RPU	roads policing unit
RTC	road traffic collision

S

SAW	speed awareness workshop
SIO	senior investigating officer
SMT	senior management team
SNEN	single non-emergency number

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SOCA	Serious Organised Crime Agency
SPI	statutory performance indicator
SRO	senior responsible officer
SWIM	scientific work improvement model
T	
TCG	tasking and co-ordination group
TRIM	trauma risk management methodology
TTCG	tactical tasking and co-ordination group
V	
VAU	vulnerable adults unit
ViSOR	Violent and Sex Offenders' Register
VSG	vulnerability steering group
W	
WCJB	Wiltshire criminal justice board
WCU	witness care unit