

**HM Inspectorate of Constabulary
Northern Region**

**Follow-up Visit to Trafford Division
Greater Manchester Police**

Inspection Conducted – February 2007

Follow-up Visit Conducted – February and April 2008



1. Introduction

1.1 The original inspection of Trafford division was undertaken by HMIC staff officers on behalf of HM Inspector Ken Williams, CVO, CBE, QPM, BA between 5 and 9 February 2007.

1.2 A self-assessment, based on the seven police performance assessment framework (PPAF) domains and underpinning frameworks, and a leadership audit were used to identify the issues that reflected the greatest risk to performance improvement, namely:

- neighbourhood policing and problem solving in partnership;
- contact management, specifically the management of demand to meet business and customer needs; and
- the national intelligence model.

1.3 The inspection team subsequently met with key partners and stakeholders as well as some 100 members of staff during interviews, focus groups, business meetings and informal visits to places of work in the division.

1.4 The inspection report concluded with four recommendations which provided the focus for scrutiny for the follow-up visit.

1.5 The follow-up visit began on 28 February 2008 (to observe a partnership tasking meeting), resumed on 21 April and concluded on 23 April 2008.

2. Follow-up methodology

2.1 In advance of the follow-up visit the inspection team was provided with an update to the action plan implemented by the divisional commander to address the recommendations in the original inspection report. This provided the framework for testing the impact of remedial action on leadership and performance.

2.2 During the follow-up visit the inspection team interviewed members of the divisional senior management team (SMT) and the head of the force operational communications branch. Focus groups were held with a wide range of divisional officers and police staff, and strategic and tactical representatives of key partner agencies. The inspection team also visited a neighbourhood policing team (NPT) and attended a meeting of the Safer Trafford Partnership Business Group.

3. Significant developments since the original inspection

3.1 Senior Management Team

The structure and roles of the SMT remain the same. The only developments are a change of post holder for the role of chief inspector (operations) in March 2007 and confirmation of the temporary promotion of the crime manager in May 2007.

3.2 Staffing

At the time of the follow-up visit the division had 404 police officers (-5 from the time of the original inspection), 45 PCSOs (+12), 75 other police staff (-8) and 27 officers in the Special Constabulary (-7). Following a successful recruitment campaign in the division a further 12 appointments to the Special Constabulary are pending.

3.3 Divisional Structure

- A vehicle crime unit has been created within the volume crime team.
- The prisoner processing unit has been disbanded, which released five constables for neighbourhood policing.
- The partnership support team has been amalgamated with the operational policing unit to create the operational policing and partnership unit.
- A public service team (PST) has been introduced in Trafford division as part of a force pilot scheme to improve call handling and service quality in respect of grade 3 calls through an appointments system. Stockport division is also a pilot site. While Stockport set up a dedicated team, Trafford has opted for a rotational system using staff from response teams. Both schemes have been evaluated by external consultants and the police authority has authorised a wider roll-out across the force in 2008/09.

4. Performance

4.1 Trafford division is currently compared with fourteen other similar BCUs across England and Wales. Table 1 summarises the division's crime reduction and sanction detection performance over time, comparing performance over the period 1 April 2007 to 31 March 2008 with the preceding 12 months. It also shows how the division compares to other BCUs in its most similar group (MSG). The configuration of MSGs is set to change in May 2008.

4.2 For the year 1 April 2007 to 31 March 2008 Trafford has seen a 13% reduction in recorded crime when compared to the preceding period. This trend is projected to continue. While the BCU is ranked 11th out of 15 in its MSG, with performance significantly worse than the mean, its position is likely to improve when the new MSGs commence in May.

4.3 Detection rates have improved by over one percentage point and performance is above the current MSG mean. Again Trafford's overall standing is likely to improve when the new MSGs take effect.

**Table 1: Comparative performance of Trafford division
2006/07 and 2007/08 against its MSG**

Indicator	April 06 to Mar 07	April 07 to Mar 08	% Change	Group Mean	Rank (out of 15)
Recorded Crime per 1,000 population	111.61	97.53	-13	83.99	11**
Recorded Crime sanction detection rate (%)	27.41	28.56	+1.15	28.57	8
Domestic Burglary per 1,000 households	16.70	14.26	-15	11.93	13**
Domestic Burglary sanction detection rate (%)	16.66	15.38	-1.28	17.62	7
Robbery per 1,000 population	3.35	2.72	-19	1.54	15**
Robbery sanction detection rate (%)	22.22	23.05	0.83	23.54	9
Vehicle Crime* per 1,000 population	18.15	14.48	-20	10.97	15**
Vehicle Crime sanction detection rate (%)	4.68	10.00	+5.32	10.94	9
Violent Crime Per 1,000 population	21.78	18.50	-15	17.79	9
Violent Crime sanction detection rate (%)	48.99	47.63	-1.36	45.54	9

Source: iQuanta 18 April 2008

* Excludes vehicle interference

** Performance **significantly worse** than peers

4.4 Table 2 compares Trafford division's crime reduction performance against peers in its MSG. Performance is stable in respect of all crime, vehicle crime and robbery although the division is performing worse than peers. Performance in respect of burglary is also stable, and in line with peers. The division's performance in respect of violent crime is clearly improving, and is in line with peers.

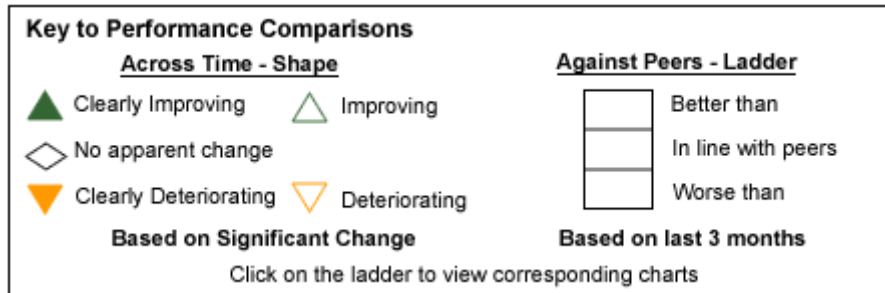


Table 2: Trafford division's crime reduction performance compared to peers in its MSG to the end of March 2008

Force Overview Report - Greater Manchester Trafford BCU Crimes Data to the end of March 08						
BCU	All Crime	BCS Comparator	Domestic Burglary	Vehicle Crime (exc Veh Interference)	Robbery	Violent Crime
Trafford						

4.5 Table 3 compares Trafford division's sanction detection performance against peers in its MSG. The division is in line with peers in respect of every indicator except BCS comparator crime. There has been clear improvement with regards to vehicle crime. Performance is stable in respect of all other crime types.

Table 3: Trafford division's sanction detection performance compared to peers in its MSG to the end of March 2008

Force Overview Report - Greater Manchester Trafford BCU Sanction Detections Data to the end of March 08						
BCU	All Crime	BCS Comparator	Domestic Burglary	Vehicle Crime (exc Veh Interference)	Robbery	Violent Crime
Trafford						

4.6 More detailed performance information can be found in Appendix One.

5. Recommendations and Outcomes

5.1 Recommendation One

That the divisional commander, in collaboration with the force operational communications branch, should develop an integrated approach to neighbourhood policing in which the various functional teams in the division and partner agencies collaborate and complement each other to deliver a clear vision for citizen focused services and standards.

Context

The focus of this recommendation was about developing a clear vision for integrated neighbourhood policing in Trafford in which teams collaborate to manage demand and deliver community focused outcomes. In the notional contract agreed following the original inspection, HMIC signalled that during the follow-up visit the inspection team would be looking for evidence of greater co-ordination of resources and improved performance results.

Strengths

- Resources in Trafford division have been rebalanced to ensure the NPTs are fully staffed and responsibilities have been realigned to place greater responsibility for crime investigation on neighbourhood officers. Neighbourhood ownership is reflected in a new crime allocation policy. Crimes are screened by a divisional crime evaluator and all 'positive line' criminal damage, harm crime, vehicle crime and hate crime are allocated to NPT officers for further investigation. There is also evidence of greater awareness among response officers of the contribution that NPT staff make to crime investigation.
- Whereas response and NPT officers used to work in isolation, integration is now promoted through a more equitable division of responsibility for managing demand (see 5.2). Benefits are mutual inasmuch as response teams have in consequence greater capacity to be deployed to target offenders and problems in the neighbourhood areas through tasking and co-ordinating. There is also evidence of greater awareness among response officers of the contribution that NPT staff make to demand management.
- The relationship between NPT staff at Urmston and divisional response officers is good and improving. Response officers regularly visit Urmston office to engage with staff and the NPT inspector invites members of response teams to participate in local problem solving operations.
- A programme of governance group meetings scrutinises trends and developments in respect of key priorities to facilitate prompt and co-ordinated intervention. Weekly meetings are held for domestic burglary and for robbery; fortnightly meetings are held for burglary other and for harm crime; bimonthly meetings are held for vehicle crime and for criminal damage. Analysis and research informs performance monitoring, review, tasking and co-ordinating, and accountability. Meetings are attended by representatives of all core functions, and some partners, in order to promote team collaboration.

- There is evidence that the Special Constabulary has improved its support for NPTs. In Urmston members of the Special Constabulary are dedicated to helping NPT staff and the Trafford Centre has agreed to release a member of staff as a special constable to support the area. The employer allows the volunteer a minimum of one day each fortnight for policing duties within a designated area covering the Trafford Centre. A second appointment is pending.
- Area codes on the force IT system have been reconfigured from Trafford North and Trafford South to match the divisional NPT structure, ie M1, M2, M3 and M4. This reflects a change of focus and emphasis for policing in Trafford towards NPTs.

Work in Progress

- Response teams are aligned to NPT areas. The expectation is that response officers have default beats for patrol when they are not required to respond to calls for service elsewhere. In reality response officers tend to be demand driven, not geographically focused.
- To promote collaboration and teamwork between response, NPT, investigation and other functional teams, an inspectors' team-building day is to be held. This will be the first of several initiatives to develop greater awareness and understanding of each others' roles and feedback to the inspection team confirms that it is a welcome development.
- Whereas NPTs used to be assessed almost exclusively by crime reduction and investigation quantitative measures, the performance framework has been extended to include more problem solving and qualitative measures. While the output measures have been established, outcome measures require further development.

Areas for Improvement

- While all response officers have a five-week attachment to a NPT, the inspection team heard evidence that the attachment comes too early in an officer's career. It happens during the studentship when officers have very limited awareness and understanding of policing policies, problems and methods. It was suggested that if attachments came later individual officers and the division collectively would be more likely to benefit.

Summary

There is clear evidence of closer integration between response and neighbourhood teams fostered by more effective demand management and tasking and co-ordinating. Collaboration has strengthened relationships between teams, crime has been reduced, sanction detections and overall public satisfaction have been increased, and the inspection team is satisfied that improved performance outcomes will continue.

5.2 Recommendation Two

That the divisional commander should develop a clear policy for staff to respond to incidents that ensures compliance with force standards and the effective management of public expectations.

Context

The object of this recommendation was to provide greater clarity in the division for responding to calls within the wider force framework of call grading standards. While HMIC acknowledged that this was an issue affecting the whole force, the absence of clear guidance in Trafford was having significant and negative impact on the ability of the division to deliver a quality service to its communities. In the notional contract HMIC indicated that during the follow-up visit the inspection team would be looking for evidence of a consistent and systematic approach for responding to calls that meets force standards and delivers improved outcomes for callers.

Strengths

- Following a successful pilot scheme to improve demand management in Trafford, a PST has been established within the division to improve call handling and service quality in respect of grade 3 calls. This entails an appointments system for incidents suitable for deferred service. The core team consists of 12 constables, a sergeant and an inspector. They operate between the hours of 0700 and 2100, 7 days a week, in collaboration with two officers from each early and late response team on a rotational basis. The introduction of the PST has been accompanied by more careful screening of grade 2 calls to ensure appropriate classification. There has also been greater emphasis placed on the responsibility of middle managers to manage unresourced incidents more effectively and more robust arrangements for performance management. Anecdotal evidence suggests there have also been fewer complaints from members of the public about contact management since its introduction.
- NPTs in Trafford division share responsibility for responding to calls for service with response teams and the PST. A list of deferred incidents on the force incident recording system (ie the RI queue) sets out non-urgent calls for service which are considered suitable for resolution by NPT officers or the PST. Access to the force incident recording system also allows NPT staff to scan the list of unresourced immediate and priority calls (ie the IS queue) themselves, volunteer assistance for appropriate incidents, and update the log with action taken.
- Demand analysis is carried out every month in Trafford division to identify the most prevalent repeat calls for service. Allocation to NPT inspectors for action and performance monitoring is carried out at monthly governance meetings. This supplements force analysis. GMP's operational communications department produces biannual strategic assessments. The inspection team notes that the operational communications department's nomination for the Tilley Award for working with divisions to reduce repeat calls and improve call handling was highly commended.
- In December 2007 a variable shift pattern was introduced in Trafford division to better match resource availability to the profile of demand. This has

increased resources at times of peak demand and reduced the cost of police overtime for staff retained on duty (£4,169 December 2007 to March 2008 compared to £5,032 in the previous 4 months, ie a reduction of 17%). While the new pattern is not popular with officers, the benefit it has brought by maximising officer availability and support at peak times of demand is acknowledged.

- In January 2008, two divisional response vehicles were introduced to improve response to grade 1 and grade 2 calls. This development has been welcomed by officers and a third vehicle is to be introduced in May 2008. Each vehicle is staffed by two officers from the response teams and they operate 24 hours a day. Their purpose is to provide a prompt and effective response to immediate and priority calls. In March 2008 they attended 495/693 grade 1 incidents (ie 71%), of which 96% received a response within the force target time of 10 minutes. They also attended 462/1,442 of grade two incidents (ie 32%), of which 94% received a response within the target time of one hour. While crews do not retain enquiries, they are expected to be productive and in March 2008 they carried out 118 searches (which led to 9 arrests), attended 125 crimes, and made 111 arrests.
- Public satisfaction rates for **ease of contact** have improved during the period April to December 2007 compared to the same period in 2006 in respect of victims of burglary (+1.4%), violent crime (+10.8%), vehicle crime (+10.4%) and anti-social behaviour (+6.0%) and remains unchanged for road traffic collisions (100%).
- Public satisfaction rates for **actions taken** have improved during the period April to December 2007 compared to the same period in 2006 in respect of victims of burglary (+2.5%), violent crime (+9.5%), vehicle crime (+11.3%), road traffic collisions (+5.8%) and anti-social behaviour (+8.9%).
- Public satisfaction rates for **follow up** have improved during the period April to December 2007 compared to the same period in 2006 in respect of victims of burglary (+1.9%), violent crime (+13.6%), vehicle crime (+34.4%) and anti-social behaviour (+34.1%).
- Public satisfaction rates for **treatment** have improved during the period April to December 2007 compared to the same period in 2006 in respect of victims of burglary (+7.9% to 100%), violent crime (+12.7% to 100%) and vehicle crime (+5.9%).
- Public satisfaction rates for **whole experience** have improved during the period April to December 2007 compared to the same period in 2006 in respect of victims of burglary (+5.0%), violent crime (+6.1%), vehicle crime (+4.1%) and anti-social behaviour (+5.0%).

Work in Progress

- A new policy has been introduced in Trafford division to deal with road traffic collisions (RTCs). The purpose is to improve front line policing capacity without compromising service quality. Through the use of an investigative assessment it seeks to ensure that RTCs receive a proportionate level of investigation according to their seriousness and the likelihood of prosecution. The key aim is to reduce the impact that RTC investigations have on the

workload of officers and therefore increase overall capacity. The policy commenced in June 2007. Whereas response officers would previously have been investigating three or four RTCs simultaneously, evaluation has shown that each team had only one or two investigations at any one time during the period 1 June to 15 August 2007. While the policy has been welcomed by officers, it has been accompanied by a decline in victim satisfaction for **follow up** action, **treatment** and **whole experience**. Rates fell by 17.9%, 10.0%, and 10.0% respectively during the period April to December 2007 compared to the same period in 2006. Improvement is being addressed by better communication.

- While response officers in Trafford division acknowledge that action has been taken to increase their individual capacity to respond to urgent and priority calls, their collective number has diminished which detracts from their overall capacity to support the neighbourhood areas. In theory when response officers come on duty they are allocated to specific neighbourhood areas and should remain within those areas unless deployed elsewhere. In reality is they are incident-driven, not geographically focused, and resilience is thin.

Areas for Improvement

- While response times for grade one and two calls in Trafford are improving, force targets are not being achieved. From April 2007 to February 2008 the percentage of grade 1 incidents attended within the target of 10 minutes varied between 68% and 77.7% each month against a target of 90%. Year to date performance in relation to grade 2 incidents is 61.8% attended within one hour against a force target of 80%, monthly performance varying between 49.3% and 66.5%. However, the inspection team understands that force data in relation to graded response is flawed. For example, only one of multiple reports of an incident will be endorsed with officer attendance and result details; any other reports will be closed without endorsement or officer attendance. This means that recorded attendance against force targets in Trafford (and other divisions) is likely to be significantly better than official statistics would suggest.
- The satisfaction rate for victims of anti-social behaviour in respect of **treatment** has fallen by 6.2% during the period April to December 2007 compared to the same period in 2006.

Summary

Most staff whom the inspection team met acknowledged that the introduction of the PST has had an enormous and beneficial impact. It provides a broader framework and clearer guidance for call resolution which, in turn, has reduced the list of outstanding incidents and the demand on both response and NPT staff. The new shift pattern better matches resources to demand, the new RTC policy has increased response capacity, and there is evidence that the introduction of the divisional response vehicles is having a positive impact on response times. While performance against force target times appears to be improving, recording practices mean that official statistics do not give a complete picture. Victim satisfaction rates, on the other hand, are a more reliable indicator. On the whole they show significant improvement and the inspection team is satisfied that wide-ranging and effective action is being taken to address this recommendation.

5.3 Recommendation Three

That the Trafford strategic assessment, opportunity plan and delivery plans should be underpinned by effective partnership engagement and reflect multi-agency leadership, commitment and accountability for the delivery of joined up activity to reduce offending.

Context

This recommendation was about police and partners working more closely together to develop and deliver a shared vision for reducing offending and promoting community well-being. In the notional contract HMIC stated that during the follow-up visit the inspection team would be looking for evidence that strategic and tactical plans reflect joined-up thinking and multi-agency collaboration that seek to reduce crime and disorder by addressing the underlying causes and patterns of offending.

Strengths

- Trafford division continues to play a key role in the development of the Safer Trafford Partnership. Leadership, relationships and commitment among members are good and improving. There is a much stronger and wider sense of shared responsibility, potential political tensions are well managed and direction is clear. Multi-agency theme groups exist for offender, reassurance and hate crime management, each with a developing tactical delivery plan underpinned by a range of performance indicators and targets linked to the local area agreement. There are excellent examples of multi-agency operations to tackle problems, and effective arrangements exist to monitor performance. Progress is reported back to the Tactical Partnership Business Group using a traffic light system to identify areas of greatest risk to ensure activities and resources are appropriately targeted.
- Partners from the Safer Trafford Partnership are now more involved with the production of the annual strategic assessment. Following consultation the latest assessment identifies key issues for partners and its recommendations reflect longer term prevention and the role of partners in this agenda. The greater involvement of partners in this process has also served to act as a catalyst for more effective partnership engagement and commitment.
- The inspection team observed a significant advance in the maturity and impact of the Safer Trafford Tactical Partnership Business Group. Discussion and debate reflected a clear, common sense of purpose and commitment to devise and implement integrated multi-agency activity to address risks and threats identified in relation to the local area agreement priorities and stretch targets. When reviewing performance against PSA targets, it is live to seasonal and temporal influences and directs activity on the basis of risk. There is also evidence that any structural or procedural blockages to effective partnership working are challenged and addressed.
- Drug treatment services for the Safer Trafford Partnership have been redesigned to meet changing habits. Whereas services used to focus on heroin addiction, there is now greater emphasis on dealing with the growing problem of cocaine and tackling alcohol-related problems.

- The NPT infrastructure in Trafford provides an effective framework for structuring multi-agency activity to address problems in local neighbourhoods. NPT inspectors attend meetings of the Tactical Partnership Business Group. As well as providing an effective forum for seeking additional resources to tackle local problems, this also helps to develop relationships with other agency representatives and drive multi-agency activity co-operation. Public perception about anti-social behaviour being a problem in their local areas has reduced by some 19% over the past 12 months and is the lowest in Greater Manchester.

Work in Progress

- Cross-border offending in Trafford remains a problem. Research has been commissioned by the Greater Manchester Business Group, through the Greater Manchester strategic assessment, on the theme of cross-border offending with a view to improving strategic approaches to reducing offending. Initial findings are to be reported in September/October 2008. There is already evidence of effective cross-border collaboration to address the guns and gangs culture and drug treatment services have been redesigned to deal more effectively with non-resident offenders. Trafford, Manchester and Salford drug treatment agencies now collaborate to provide mutual support in relation to the most prolific cross-border offenders. Targets are selected, reviewed and monitored at monthly cross-border priority offender meetings. This development reflects a significant investment and formal evaluation is intended.
- Safer area groups are evolving in each of the NPT areas in Trafford division. These provide a link between the neighbourhood (consultation) forums and the Tactical Partnership Business Group (TPBG). The challenge is to replicate the multi-agency focus, commitment and accountability of the TPBG at the safer group level across all neighbourhoods in respect of harm crime, reassurance and offenders' agendas and harness community engagement to inform local problem-solving programmes.
- While quantitative data is essential to monitor and evidence performance against local area agreement stretch targets, the Safer Trafford Partnership Tactical Partnership Business Group acknowledges that there is also a need for more qualitative indicators and targets to measure the effectiveness of partnership strategies, structures and processes. An annual survey of local residents funded by the Local Strategic Partnership to assess public perceptions about fear of crime is providing a broader basis of information to focus partnership activity to build safe and strong communities.

Areas for Improvement

- Members of the Safer Trafford Partnership acknowledge that areas for improvement include how the partnership engages with young people and harnesses the support of the voluntary sector.

Summary

The Safer Trafford Partnership continues to develop to ensure that its structures are fit to meet business priorities. Leadership, relationships and commitment are good. There is a strong sense of shared responsibility and tactical activity increasingly

reflects a strategic, multi-layered problem-solving approach in which enforcement is balanced with longer term prevention. The driving force has been the development of the local area agreement which has focused minds and reinforced accountability. The inspection team is satisfied that there is effective partnership collaboration to translate strategic priorities into tactical activity to reduce offending.

5.4 Recommendation Four

That the divisional commander and senior management team should improve communication, clarify performance expectations and promote innovation through more effective engagement with staff at all levels.

Context

Through this recommendation HMIC sought to instil greater ownership and responsibility for performance among staff through leadership, communication and engagement and ensure that staff have a correct understanding of what the divisional commander expects of them in relation to performance outputs and outcomes. In the notional contract HMIC indicated that during the follow-up visit the inspection team would look for evidence of more inclusive styles of leadership, management and communication and their impact on performance.

Strengths

- Each functional team in Trafford division has a devolved budget which they are empowered to spend on initiatives to improve service delivery in line with divisional priorities. Accountability for spend is monitored through performance review meetings. Although the front office team has only recently been given an allocation, the principle of devolvement is now embedded across the division.
- An innovation fund of £2,000 per annum has been allocated to the constables', sergeants' and PCSOs' consultative forum to empower them to authorise funding for the development of initiatives to improve service delivery without recourse to senior management ratification.
- In 2007 Trafford division introduced an annual divisional awards scheme. In January 2008 this was re-labelled as the divisional excellence awards. There are four award categories: leadership; safer communities; problem-solving; and witness/victim support. An award ceremony was held on 27 March 2008 at the Belmore Hotel in Sale. This development has been well received by staff who perceive it to be a formal measure of greater acknowledgement of the contribution that service deliverers make to divisional performance.

Work in Progress

- The staff consultation forum was introduced in Trafford division in May 2006 to provide an opportunity for constables to engage directly or indirectly with members of the SMT and raise issues of concern. Initially membership was confined to constables. In 2007 membership was extended to include sergeants and PCSOs. This is reflected in its current title: the constables', sergeants' and PCSOs' forum. Meetings are held quarterly and the agenda is set by members. Any constable, sergeant or PCSO can attend and make representation directly or indirectly through the chair. Minutes are recorded

and published on the divisional intranet. While some staff consider it to be an effective and safe opportunity to engage directly and indirectly with the SMT, the inspection team found that awareness of its existence, purpose and procedures is variable and more structure and co-ordination may be required to promote engagement and ensure feedback.

- Existing reward and recognition systems in Trafford division were supplemented in August 2007 by an 'Employee of the Month' award. All members of staff are invited to nominate colleagues for excellent work. The monthly winner is selected by the divisional commander, published within the division and linked to a bonus payment. Although this is a positive development, it has had a mixed reception among staff, the merit of the act and rationale for nomination not always being understood or acknowledged.
- £10,000 has been allocated from the divisional budget to improve the working environment at Stretford following an ongoing programme of informal consultation with staff. Plans exist to improve other parts of the divisional estate.

Areas for Improvement

- SMT visibility across the division was identified as an area for improvement in the original inspection report. During the revisit no evidence came to light of any formal system to promote SMT visibility, nor that visibility has improved. Response teams in particular feel marginalised and more SMT time invested in visiting staff in their workplace, attending shift briefings and accompanying officers on patrol would not only be welcomed but create opportunities for informal acknowledgement and recognition and more effective two-way communication.

Summary

While there is evidence that staff consultation in Trafford division has shaped developments in respect of shift changes and environmental improvements and that formal reward and recognition systems have improved, key messages from operational staff are that they would welcome a greater level of interest being shown by members of the SMT, more informal recognition, and more effective communication and consultation. However, the inspection team acknowledges that developments to date have had a significant and beneficial impact and trusts that the SMT will continue to exploit opportunities to improve their engagement and communication with staff.

6. Conclusions

6.1 Crime has been reduced and percentage sanction detections have been increased against baselines at the time of the original inspection. Trafford has also managed to improve its position in respect of both crime reduction and sanction detections against peers in its MSG. This reflects positively on the focus, leadership and industry of BCU staff and partners and trends are set to continue.

6.2 Progress has been made in respect of all the recommendations in the inspection report. In each case the inspection team found evidence that developments have had a positive impact on performance. Response and neighbourhood teams are more effectively integrated and collaboration between policing teams and with partners is leading to improved response times and public satisfaction. In the Safer Trafford Partnership there is a far stronger sense of shared responsibility and tactical activity increasingly reflects a strategic, multi-layered approach to problem-solving in which enforcement is balanced with longer term prevention. While scope still remains to build upon improvements to internal communication, staff acknowledge that consultation is shaping developments and that formal reward and recognition systems have improved.

6.3 The inspection team is satisfied that sufficient progress has been made to justify the recommendations being fully discharged.

Acknowledgement

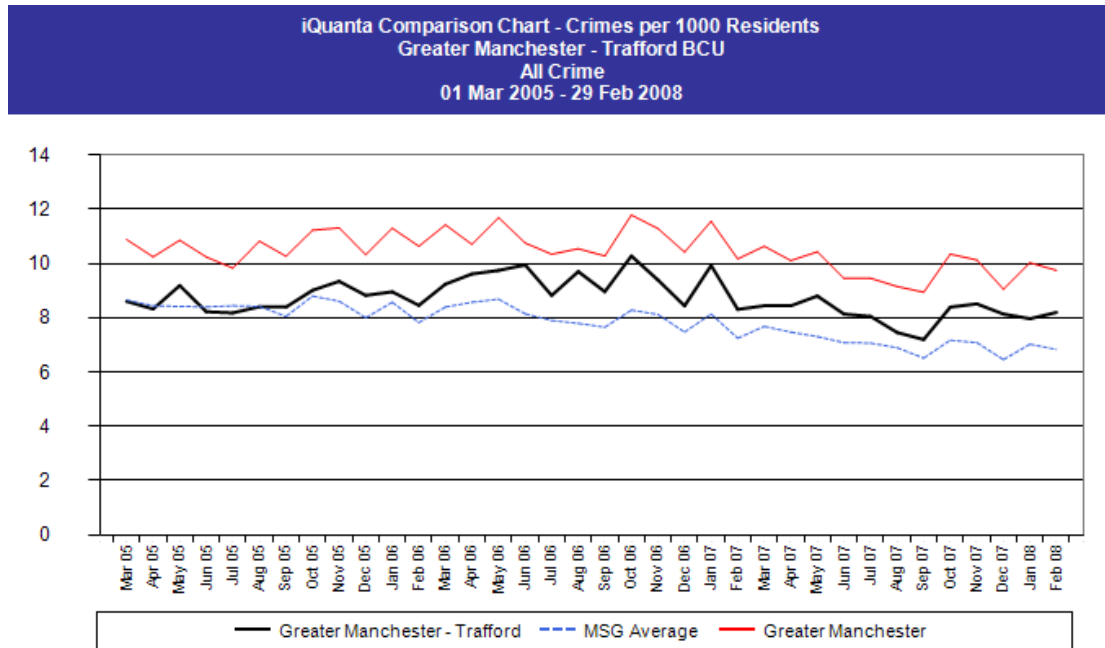
Her Majesty's Inspector would like to thank the divisional commander, divisional and headquarters staff, partners and stakeholders, for giving their valuable time to assist with the follow-up visit and wish them well in their pursuit of continuous improvement.

**Chief Superintendent Robin Trounson and Chief Inspector Tim Done,
Staff Officers to HM Inspector of Constabulary**

APPENDIX ONE

Total Crime

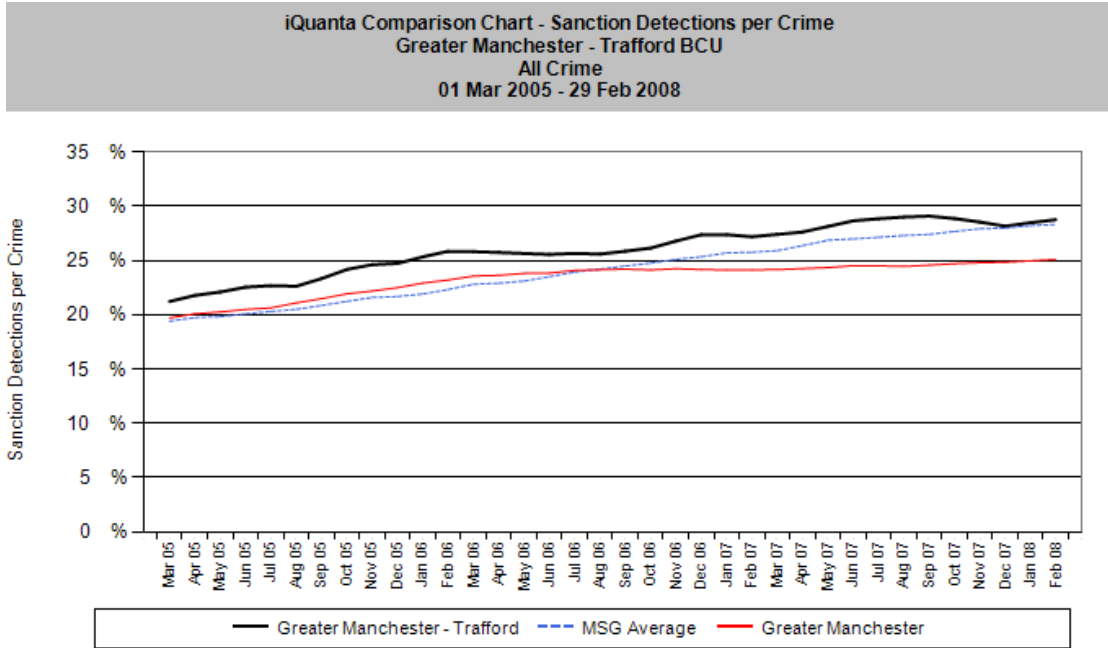
For the year 1 March 2007 to 29 February 2008 Trafford has seen a **13% reduction** in recorded crime when compared to the preceding period. This equates to 3,106 fewer offences. This trend is projected to continue¹. The BCU is ranked 11th out of 15 in its MSG, with performance significantly worse than the mean however this position improves to 7th overall against the new MSG.



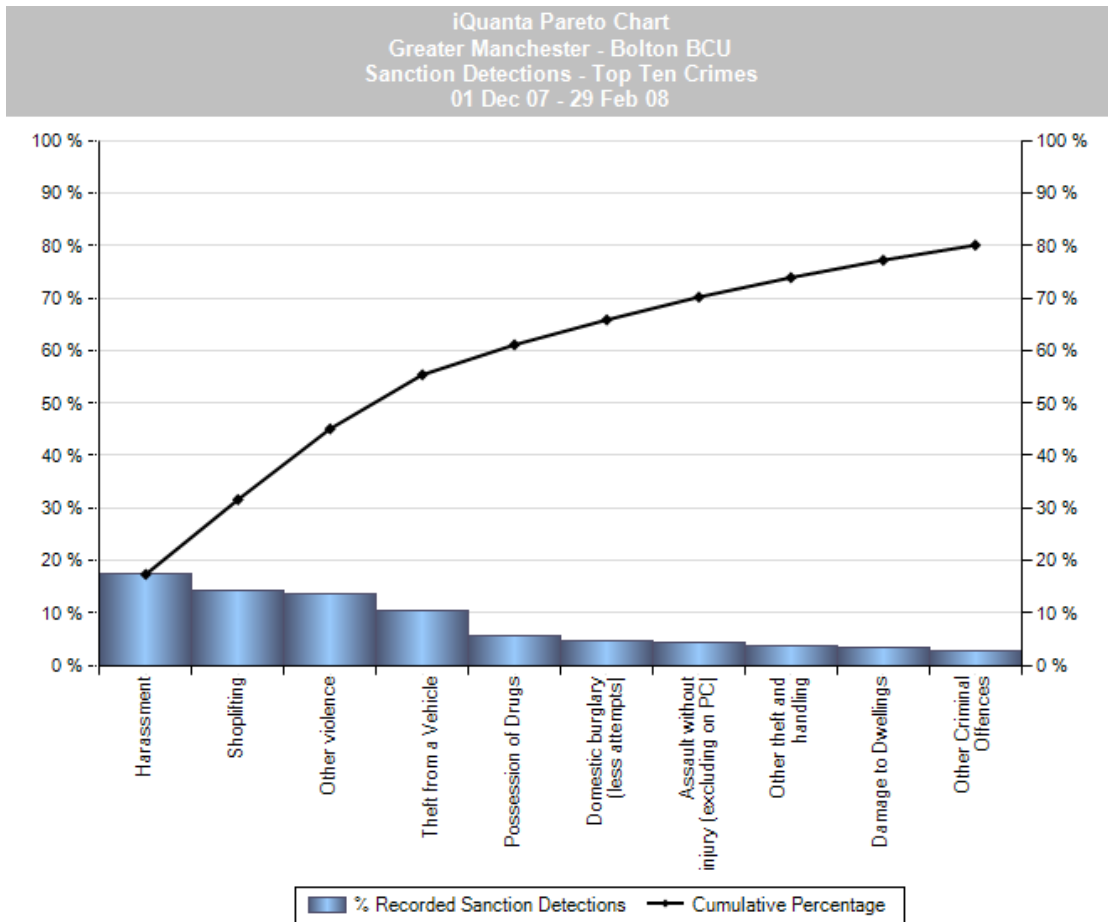
Detection rates have improved by over one percentage point, and performance is above the current MSG mean although total numbers of detections have fallen by over 500. Trafford sees its overall standing improve from 6th to 3rd when compared against its new MSG.

¹ iQuanta plots trend charts using rolling four quarter totals to take seasonality into account. Three, six and 12 month data points are used. Only if a trend is projected using all three data points is it reported here.

Trafford Division Follow-up Report
April 2008

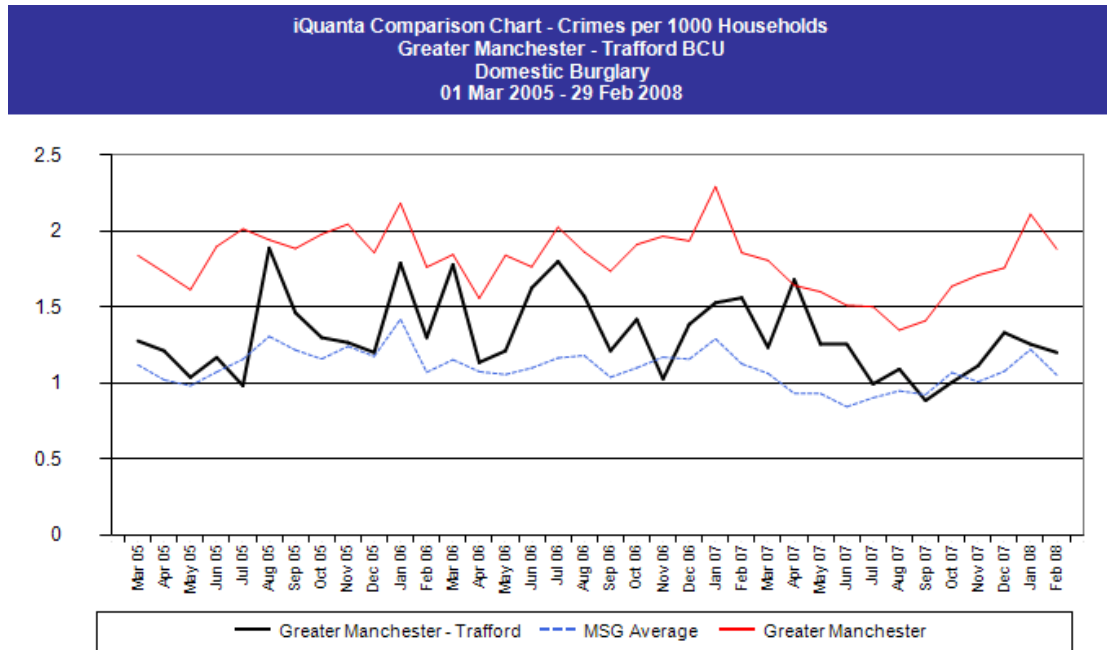


Trafford obtains a large number of its detections from harassment offences. It records significantly more offences than peers, when measured against both its current and new MSG. Eighty percent of its detections come from just 10 offence types, as can be seen in the graph reproduced below:

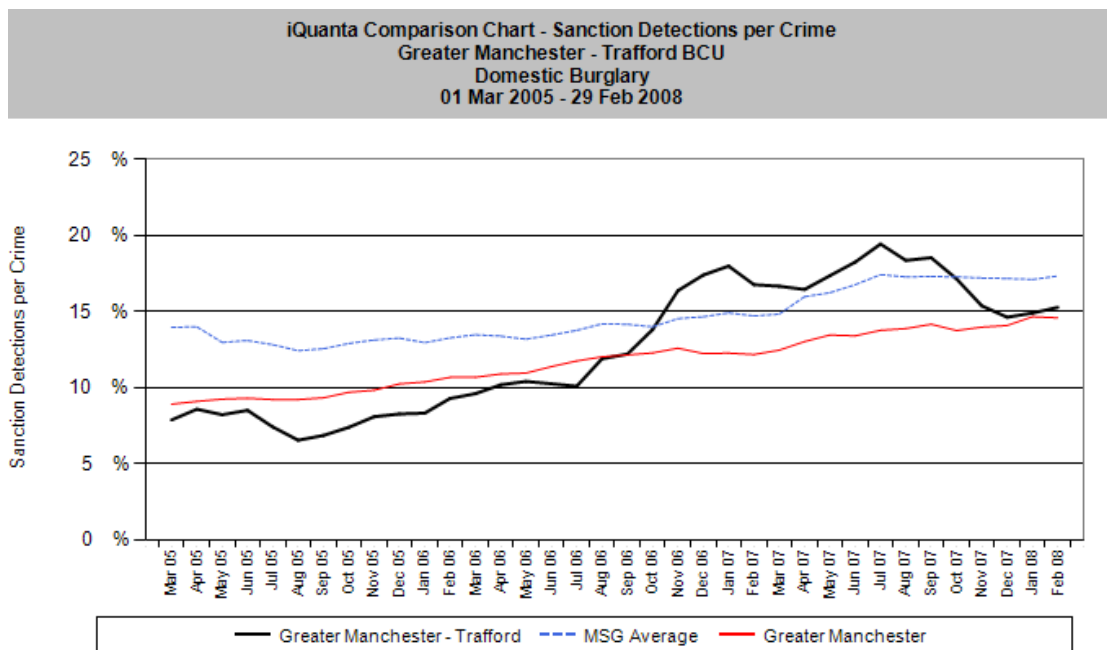


Domestic Burglary

The period saw a **17% reduction** in recorded levels of domestic burglary when compared to the previous year. Despite this, Trafford's level of domestic burglary is still significantly higher than its current MSG mean, and it is currently ranked **12th out of 15** in its Most Similar Group of BCUs. Projections indicate this decline in the number of burglaries will continue and the new MSG sees Trafford's position improve to 8th.

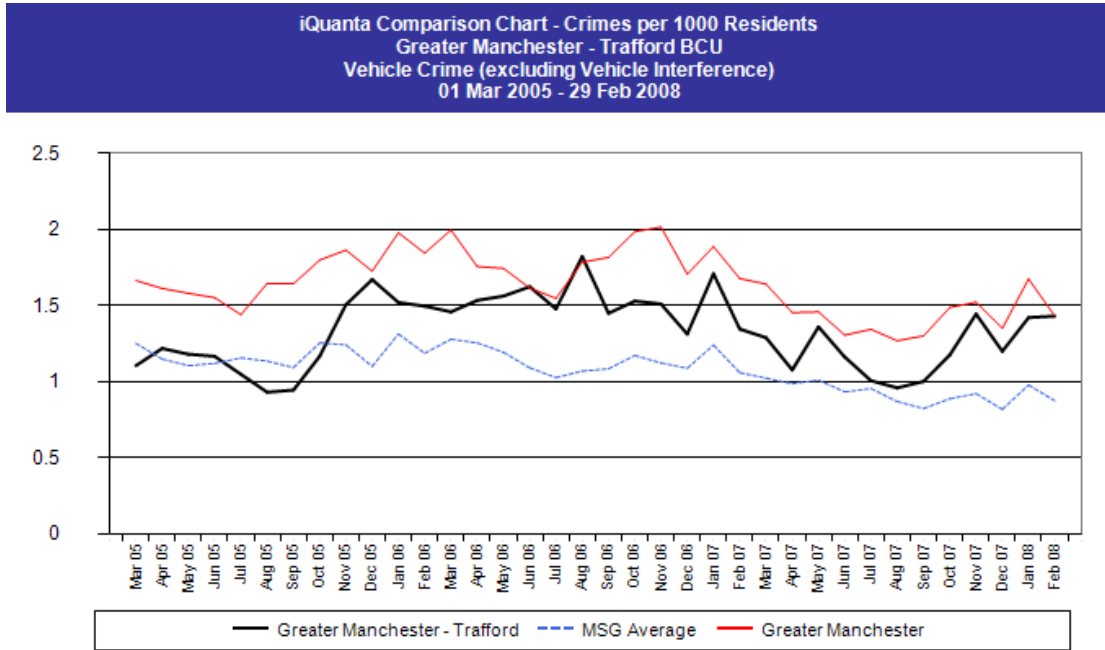


Over the year Trafford's burglary detection rate declined by 1.43 percentage points. Some 200 burglaries were detected, representing a drop of 25%. Detection rates have fallen steadily since July 2007 with a slight upturn experienced this year. The new MSG sees Trafford drop two places to 9th out of 15.

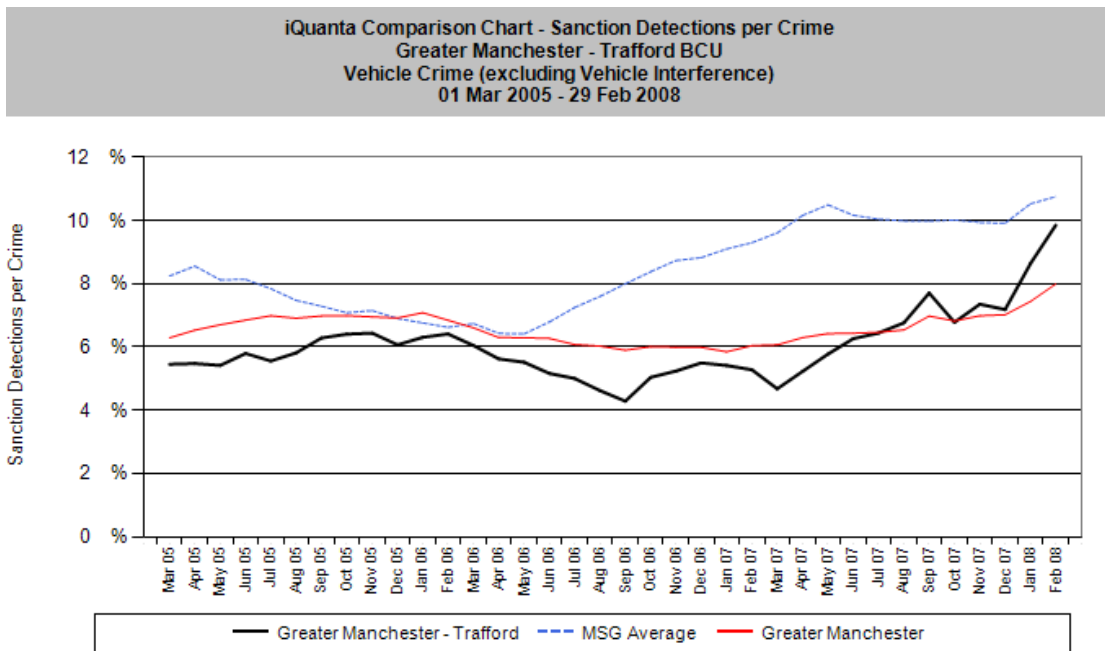


Vehicle Crime

Vehicle crime **reduced by 21%** over the period, a drop of over 800 offences. Nevertheless Trafford is still ranked **15th out of 15** against its current MSG with a crime rate still significantly higher than the MSG mean of 11.06 offences per 1,000 population. The BCU has been performing worse than the mean since October 2005. Vehicle crime is however projected to continue this downward trend. Again, Trafford benefits from its new MSG, moving to 11th position.

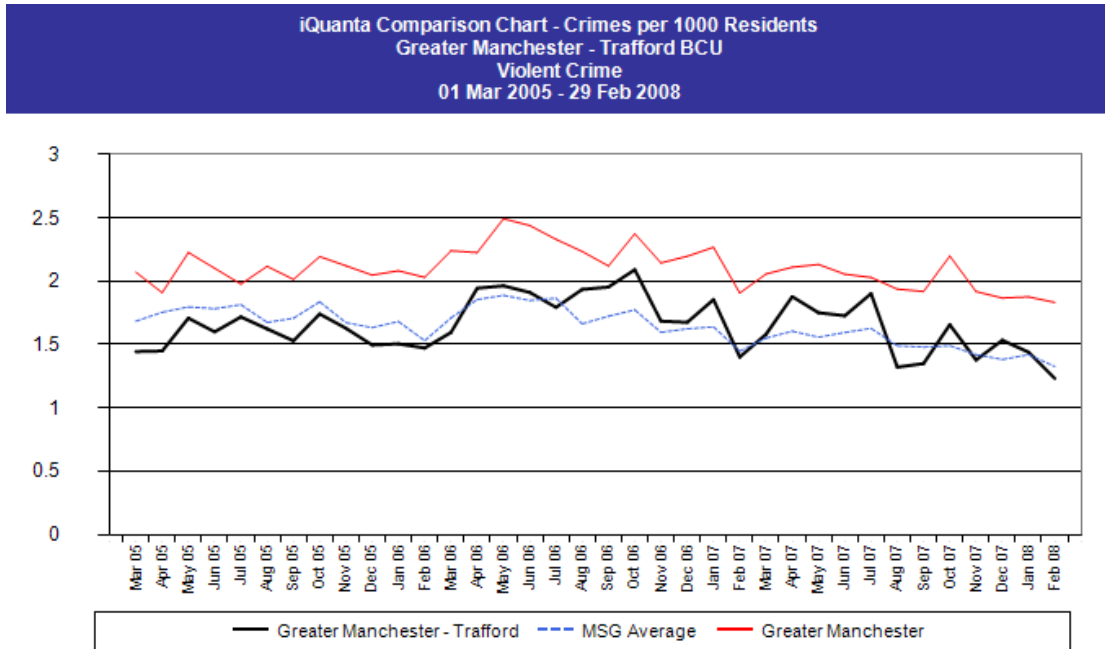


The detection rate increased by over 5 percentage points bringing Trafford in line with its current MSG. The BCU detected 98 more crimes over the period, an increase of almost 50%. Detection rates began their upward surge early in 2007 and this trend is projected to continue. Trafford is even better placed in its new family grouping, moving to 5th out of 15.

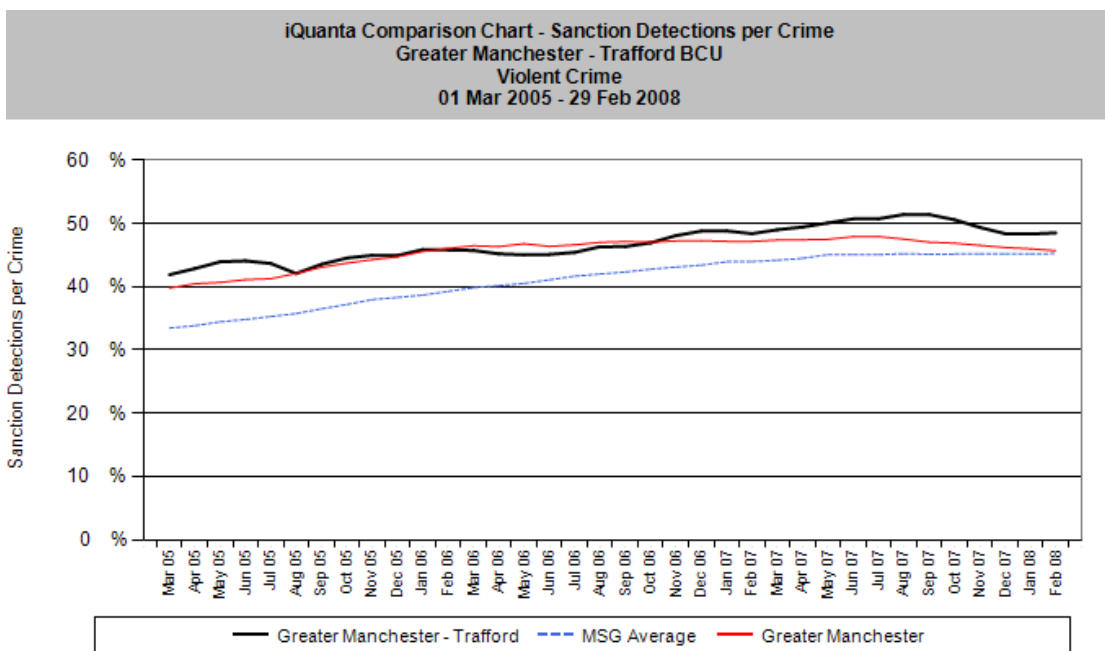


Violent Crime

Trafford's current performance is slightly better than the MSG mean, placing it **9th out of 15**. The period under review saw a **14% reduction** in violent crime. Trafford again benefits from the change to its MSG. it moves from 9th to 5th overall. These reductions are projected to continue.

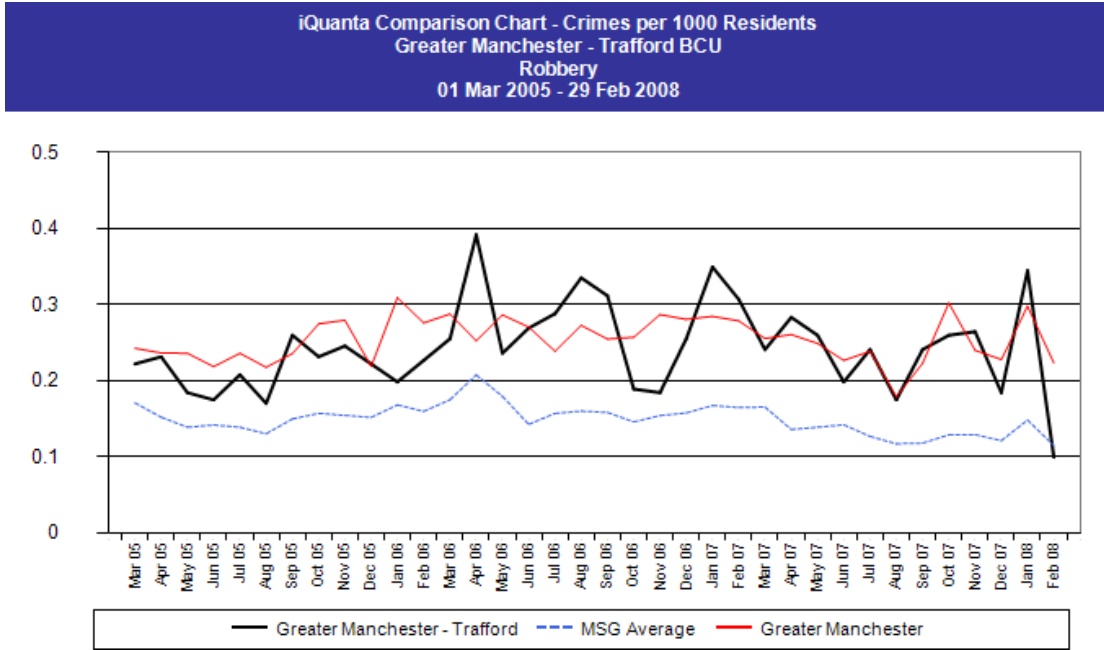


However, there has been a slight drop-off in detection rates. Over 300 fewer offences were detected during the period under review but Trafford is nevertheless ranked 5th in its current MSG, and improves its position by one place when the new groupings come into effect in May. Projections show however the rate continuing to decline.

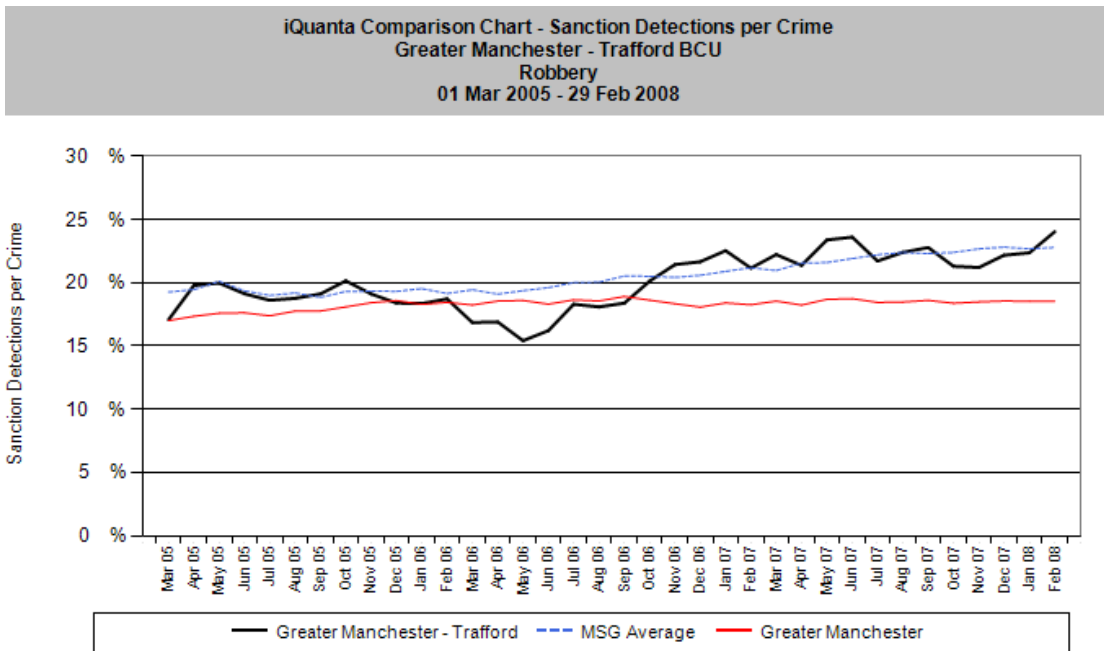


Robbery

Recorded levels of robbery offences have fallen in the BCU over the periods under review by **17%** but Trafford's robbery figures are still significantly higher than the mean and it is ranked **15th out of 15**. The new MSG sees its position improve, but only by two places. There were nevertheless over 100 fewer robberies during the period and this downward trend is projected to continue.



Detection rates have improved and the projected trend continues upwards. Trafford maintains its 8th place ranking when the new MSG comes into effect.



Other Crime Types

The headline crime types considered above understandably receive a considerable amount of policing effort and external attention. There is, however, validity in considering performance across a range of other crime types. The reason for this is two-fold. Firstly, a basket of crimes (damage in all its forms for example) seems to have a reasonable 'fit' with crime and disorder issues increasingly being brought within the remit of Neighbourhood Policing Teams. So-called 'signal crime' theory can be summarised as follows:

- Some crimes and disorders act as warning signals to people about their exposure to risk;
- These signals impact on the public's sense of security;
- They cause people to change their beliefs and/or behaviours to adjust to the perceived risk; and
- The perspective gives an opportunity to target those problems that matter most to the public.

Secondly, a review of other crime types such as theft from the person, damage to motor vehicle, damage to dwelling, theft in dwelling and non-domestic burglary (burglary 'other') may give some insights into performance and crime recording practices in other areas (for example robbery, theft from motor vehicle and burglary dwelling).

For these reasons the following table, using iQuanta data from March 2008, is offered up to provide some contextual information on how the BCU is performing over and above headline crime and detection data.

The BCU's current performance, the percentage change between the current and the preceding period (1 March 2007 to 29 February 2008 compared to the previous year) together with the BCU's ranked position are shown:

Offence	Current Performance (per 1,000 residents)	% Change	MSG ranked position out of 15 (and against new MSG)
Criminal Damage*	18.62	-14	11 (6)
Arson	0.51	-23	6 (12)
Damage to Dwelling	5.04	-11	11 (4)
Damage to other Building	2.40	-14	10 (2)
Damage to Motor Vehicle	7.21	-18	6 (8)
Other damage	3.61	-8	12 (6)
Non-domestic burglary	6.78	-3	13** (8)
Theft in Dwelling	1.47	-17	4 (6)
Theft from Person	1.58	-24	10 (5)
Harassment	4.77	-18	12** (14)

- Excluding threats to damage & possession of articles with intent
- ** Shows where performance is *significantly* lower than MSG mean

Trafford Division Follow-up Report
April 2008

There have been reductions in recorded crime levels across all the indicators considered. In only two areas, non-domestic burglary and harassment, is Trafford performing **significantly** worse than peers.

The new Most Similar Group in which Trafford finds itself sees it improve its position in most of the crime types shown.