

Her Majesty's Inspectorate of Constabulary



Baseline Assessment Merseyside Police

October 2005

Merseyside Police – Baseline Assessment
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Introduction to Baseline Assessment

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

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

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

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

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

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

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

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

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

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

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

The Future Development and Application of Baseline Assessment

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

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

Conclusion

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

The following forces have been identified as being most similar to Merseyside in terms of demography, policing environment and other socio-economic factors: Cleveland, Greater Manchester, Northumbria, West Midlands and West Yorkshire. When making comparisons in this report, the average performance in this group, known as the MSF group, will be used.

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

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Baseline Assessment 2005 Frameworks			
1 Citizen Focus (PPAF domain A)			
1A Fairness and Equality <ul style="list-style-type: none"> • Equality of service delivery • Community cohesion • Engaging with minority groups 	1B Neighbourhood Policing and Community Engagement <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 • Community involvement with police 	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 Reducing Hate Crime and Crimes against Vulnerable Victims <ul style="list-style-type: none"> • Partnerships on child protection, reducing race crime, domestic violence (DV) and homophobic crime • Performance in reducing these crimes • Multi-agency police protection arrangements (MAPPA) and sex offenders 	2B Volume Crime Reduction <ul style="list-style-type: none"> • Crime strategy • Performance in reducing volume crime • Problem solving • National Crime Recording Standard (NCRS) compliance 	2C Working with Partners to Reduce Crime <ul style="list-style-type: none"> • Basic command unit (BCU) support for crime and disorder reduction partnerships (CDRPs) • Drugs prevention/harm reduction • CDRP crime reduction performance 	
3 Investigating Crime (PPAF domain 2)			
3A Investigating Major and Serious Crime <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 Level 2 Criminality <ul style="list-style-type: none"> • Crime that crosses BCU and/or Force boundaries • Support for regional intelligence and operations • Asset recovery (Proceeds of Crime Act (POCA)) • Effective targeted operations • Quality packages to National Criminal Intelligence Service (NCIS) 	3C Investigating Hate Crime and Crimes against Vulnerable Victims <ul style="list-style-type: none"> • Investigation/detection of child abuse, race crime, DV and homophobic crime • Integration with overall crime strategy • Joint training (eg with social workers) and investigation 	
3D Volume Crime Investigation <ul style="list-style-type: none"> • Crime strategy • Crime recording • Investigative skills, eg interviewing • Automatic number plate recognition (ANPR) • Detection performance 	3E Forensic Management <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 	3F Criminal Justice Processes <ul style="list-style-type: none"> • Quality and timeliness of case files • Custody management/prisoner handling • Youth justice • Police National Computer (PNC) compliance 	

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4 Promoting Safety (PPAF domain 3)		
4A Reassurance <ul style="list-style-type: none"> Operational activity to reassure communities Use of media to market success Uniformed patrol and visibility Extended police family Performance in reducing fear of crime 	4B Reducing Anti-Social Behaviour (ASB) and Promoting Public Safety <ul style="list-style-type: none"> Non-crime activities of CDRPs and other partnerships Use of ASB legislation, tools, etc Road safety partnerships Emergency planning 	
5 Providing Assistance (PPAF domain 4)		
5A Call Management <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 Roads Policing <ul style="list-style-type: none"> Effectiveness of arrangements for roads policing Integration/support for other operational activity
6 Resource Use (PPAF domain B)		
6A Human Resource (HR) Management <ul style="list-style-type: none"> HR strategy and costed plan Key HR issues not covered in 6B or 6C Health and safety Performance in key HR indicators 	6B Training and Development <ul style="list-style-type: none"> Costed training strategy and delivery plan Key training and development issues 	6C Race and Diversity <ul style="list-style-type: none"> Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability Performance in meeting key targets
6D Resource Management <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 	6E Science and Technology Management <ul style="list-style-type: none"> Information systems/information technology (IS/IT) strategy and its implementation Programme and project management Customer service Adequacy of key systems Business continuity/disaster recovery 	6F National Intelligence Model (NIM) <ul style="list-style-type: none"> Extent to which structures, processes and products meet NIM standards Integration of NIM with Force planning and performance management Use of community intelligence Application of NIM to non-crime areas
7 Leadership and Direction		
7A Leadership <ul style="list-style-type: none"> Extent to which the chief officer team is visible and dynamic, sets and upholds a vision, values and standards, promotes a learning culture, and sustains a well-motivated workforce Effectiveness of succession planning Promotion of corporacy 	7B Strategic Management <ul style="list-style-type: none"> Integrated strategic planning framework External communication/consultation Relationship with local police authority (PA) Police reform implementation Internal communication/consultation Programme and project management Management of reputation/public expectations 	7C Performance Management and Continuous Improvement <ul style="list-style-type: none"> Effective performance management structures and processes at all levels Quality and timeliness of performance/management information Internal inspection/audit/quality assurance (QA) systems Effectiveness of joint Force/PA best value reviews (BVRs)

Force Overview and Context

The county of Merseyside covers an area of approximately 647 square kilometres, with a population that has now stabilised and recently shown a small increase to just less than 1.5 million. This reflects a significant change, given the long decline in Merseyside's population over a number of decades, reflecting the increased desirability of residential development, particularly in the city centre. The working population of Merseyside has been growing steadily for some time. Employment indicators are also relatively positive, the employment rate being 67.3% in 2003, up from 66.1% in 2002, with the trend apparently still continuing. Over the past five years more than 43,000 jobs have been created in Merseyside.

A key driver in this change has been the fact that the county is still currently the subject of European Community Objective One status, thereby having the ability to draw down funds of over £1 billion over the current lifetime of the scheme. This is the second successive period that Merseyside, as a county within the lower economic quartile, has qualified for Objective One status. The increases in performance and the economic upturn is likely to mean that Merseyside may shortly lose Objective One status (and many of the funding streams associated with it), but the outlook remains positive with the economic indicators and trends showing the economy of the county growing faster than that of the UK as a whole.

Liverpool has been selected to become the European Capital of Culture in 2008, which will see many new initiatives being introduced in the years leading up to and beyond 2008. The award in itself offers an opportunity for further regeneration and development, by creating direct access to new funding

The make-up of the county is enormously diverse economically, racially and culturally. The county has the oldest Chinese community in Great Britain and has a wide range of minority groups and populations. Over 60 different languages and dialects are spoken and, after English, the main languages are Arabic, Bengali, Chinese, Hindi, Punjabi, Somali and Urdu. In addition, the city has a high number of asylum seekers, who bring with them social and policing issues.

Merseyside is a metropolitan area comprising five local authorities (Liverpool, Sefton, Wirral, St Helens and Knowsley), the largest of which is the city of Liverpool. Merseyside Police Force has an annual budget of just over £315 million and this provides the resources to deliver neighbourhood policing across the county. The force structure reflects the local boundaries and is made up of six basic command units (BCUs), one in each metropolitan borough and two in Liverpool – (North and South). The force has a strength of 4,438 police officers plus over 2,000 members of police staff. The forces bordering Merseyside are Greater Manchester, Lancashire and Cheshire.

The force is led by a Chief Constable, deputy chief constable (DCC) and four assistant chief constables (ACCs) (one of whom is shortly to leave to take up a new appointment), and a senior member of the police staff, who is Association of Chief Police Officers (ACPO) equivalent. The make-up of the chief officer group (COG) changed during 2004 with the appointment of a new Chief Constable, Bernard Hogan-Howe, and deputy chief constable, Jon Murphy. Under new leadership, the force is striving to be regarded as the best in the UK, and for those pursuing a career in policing, it would be the police force of their choice.

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Merseyside Police Force work in partnership with and are supported by Merseyside Police Authority (PA). The PA is chaired by Councillor Bill Weightman and has seventeen members: nine elected members, five independent members (currently one vacancy) and three magistrate members.

During the past year the force and the PA have invested heavily in recruiting an additional 150 police officers (supplemented by a further 100 officers drawn from non-operational posts). These increases will reverse the trend of officer numbers falling by nearly 600 over the previous decade. The PA's levels of general reserve stand at £6 million, some 2% of overall budget, meeting the requirements of the national policing plan and the desire to increase public reassurance by restoring police officer numbers to levels previously in place in the mid-1990s. Overall, Merseyside's use of resources is effective in funding an overall policing performance that is consistently good within its family, and is recognised nationally.

Merseyside Police has recently recorded its highest number of neighbourhood police officers, with 1,400 police officers dedicated to patrolling the streets. Merseyside also faces special challenges in dealing with middle-tier and gang-related crime. The recent introduction of a newly formed Matrix Group is intended to provide a more focused and robust approach to these issues as well as providing support for neighbourhood policing.

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

1 Citizen Focus (Domain A)

The force is committed to fairness and delivering quality of service throughout all aspects of business, ensuring that this is managed through the diversity steering group chaired by the DCC.

The concept of neighbourhood policing has been embedded within the force for some time and this is being further developed through enhanced public engagement and the continued commitment to partnership working.

There are effective public consultation mechanisms in place and the force is committed to delivering the quality of service commitment with the support of a comprehensive media and marketing strategy.

1A Fairness and Equality

Good

Strengths

- The chief officer lead is the DCC who chairs the diversity steering group and also champions various support networks. The DCC retains responsibility for the race equality scheme (RES) and holds senior members of the organisation to account for delivering across each of the requirements. A dedicated unit is in place to oversee actions arising from the RES.
- The ACC (operations) (ACC (O)) is responsible for community relations in order to ensure the mainstreaming of diversity issues and accountability within operational delivery.
- Following *The Secret Policeman*, the force revised its approach to diversity training. Diversity training continues to expand its use of independent advisers and community groups to ensure that the outcomes meet the needs of customers.
- The force has an independent advisory group (IAG) made up of diverse members of the community which is used to assist and advise the force on issues that affect the community. The IAG is involved in the writing of all service delivery policies and strategies, training issues, call management and response issues as well as critical incidents.
- The IAG has working groups that look at specific issues for different communities and at present review race, disability, prostitution, travellers and gypsies. They also advise on training, quality assurance (QA) of call handling, hate crime, stop and search, domestic violence (DV) and the RES.
- Merseyside has recently provided advanced community relations skills for trainers' courses from an external consultancy and this has increased knowledge, awareness and the skills base in relation to diversity training issues. The course was delivered in parts by members of the community of Merseyside and by some nationally recognised representatives of minority groups.

- Diversity training is constantly monitored through classroom assessments by training development officers for translation into delivery and via the QA panel for translation into design. All lesson plans are now also benchmarked against the principles of the RES and, where necessary, an impact assessment is made.
- The force operates a free phone advice line for people who have been stopped and searched, available in several languages. Stop and search statistics are monitored by command teams who report on a quarterly basis to the diversity steering group.
- Positive action has taken place with regard to recruitment of black and minority ethnic (BME) officers and the force has a Keeping Warm policy to ensure that contact is maintained with potential recruits.
- The force has a detection rate of 42.3% for religiously or racially aggravated offences. This is above its most similar force (MSF) group average of 36.4%, placing the force top of its MSF group.
- In satisfaction surveys, the force is above its MSF group and national comparisons for the percentage of victims of racist incidents who are satisfied or very/completely satisfied with the overall service provided. It is also above its MSF group and national averages for the percentage of white and minority ethnic service users satisfied with the overall service provided.

Areas for Improvement

- The force is looking to further develop community profiles and is currently undertaking a mapping exercise to identify 'hidden' and hard to reach communities. Related to this is the identification of individuals within the force who have the requisite skills, abilities and knowledge to contribute to this process.
- Under the RES, the force is currently assessing current consultation mechanisms to ensure diverse communities have every opportunity to comment on policing services.
- The force is currently working with the IAG to develop localised IAGs at an area level. Research has been undertaken with young people, the homeless, lesbian, gay, bisexual and transsexual groups and currently also with ethnic minorities to identify issues of concern within these communities.
- Work is currently ongoing on a religious policy, and research has been undertaken with different faith groups to identify cultural issues that may impact on policing and to provide contacts for the police within each faith group.
- A move to introduce tension assessments on a quarterly basis has been put on hold pending the conclusion of work being undertaken in the force in respect of the Bichard Report, but this will be considered again in due course.
- In preparation for the Disability Discrimination Act (DDA), all areas and departments have initiated programmes of work to ensure that police premises

are fully accessible to all members of the community. Some have applied for and secured funds from the Access to Work programme to make structural changes to police stations in order to allow wheelchair access.

1B Neighbourhood Policing and Community Engagement

Good	Stable
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Strengths

- Neighbourhood policing is a force-wide approach to problem solving that is currently being further developed with the introduction of the reassurance project. Every neighbourhood is led by an inspector with a dedicated team of sergeants, constables and, in some neighbourhoods, police community support officers (PCSOs) whose priority is to focus on the needs and requirements of their particular area.
- Neighbourhood policing inspectors have completed neighbourhood profiles that include crime data and information on incident hot-spots. These are monitored centrally and updated on an annual basis.
- The force has a range of options that it uses in respect of community engagement. This consists of public meetings including local authority community forums, PA community forums, residents' meetings and focus groups for hard to reach groups. A comprehensive key individuals' network supports this.
- Citizens' panels broadly representative of the community are used by Merseyside Police to drive their activities. Views from the panels are fed back to the force and influence the local policing plan and operational procedures. Street surveys are also conducted on a monthly basis and are cross-referenced with media-related issues in order to enable a comparison between policing activity and media-generated public perception.
- As a result of the community engagement processes adopted by the force, there is evidence of communities being able to influence policing priorities in some areas. This is a positive sign and indicates the progress being made.
- The force undertakes a comprehensive series of public satisfaction surveys in order properly and accurately to gauge public opinion on the service that it provides. The issues raised in the surveys are aligned to performance targets in the annual policing plan (APP), and are considered every six weeks at the PA performance and scrutiny committee.
- Priorities from local communities and neighbourhoods are fed into force and BCU plans via neighbourhood policing arrangements, the National Intelligence Model (NIM) application and local joint agency groups (JAGs) at BCU level, incorporating local community partners and supported by force-wide multi-agency group activity. These priorities inform force-level plans and the disaggregation of targets to BCU level against performance indicators.
- In each of the five local authorities there is a chief inspector who holds the title of partnership development officer. These individuals work within the local authorities and play a key role in the integration of crime and disorder reduction partnership (CDRP) plans. Merseyside Police also has an officer in the rank of superintendent seconded to one of the local authorities in the role of assistant executive director

for community safety. In Liverpool, both of these individuals represent Merseyside Police on the local strategic partnership (LSP). This is a holistic approach to partnership working by the force and goes some way to ensuring joined-up delivery of local services, not only from the council and the police but from other agencies and voluntary groups as well.

- Each CDRP area within Merseyside has a JAG, which is a multi-agency group focusing on issues concerning prolific offenders, vulnerable victims/witnesses and vulnerable locations. These groups are continually developing. Each CDRP area now has similar groups at neighbourhood level, or is in the process of developing such groups, with a view to tackling the problems specific to micro-communities.
- Overall partnership governance is managed through the multi-agency group. Tactical delivery is managed by the local JAG at level 1 and a central JAG at level 2. These groups respond to community concerns identified in the community engagement process which is linked to NIM products.
- A system is in place whereby the area support and co-ordination unit (ASCU) comprehensively analyses the effectiveness of responses to local priorities. The results are then used to drive and inform future business.
- The reassurance pilot at St Helens has resulted in significant increases in public confidence and is to be further developed by the force.
- Neighbourhood inspectors are held to account for the delivery of policing within their area. ASCU provides the audit and inspection capacity to develop and improve performance and ensure compliance with systems and processes.
- At force level the overall impact of initiatives is assessed through robust performance management regimes which include data on public perception, satisfaction and confidence.
- Each area has a dedicated marketing and communication manager who undertakes dissemination and feedback to the wider BCU community and provides expert advice/support to the neighbourhood inspectors as to how best to communicate with the local community and hard to reach groups.
- The force has made effective use of volunteers in a variety of ways and is looking to enhance this capability through the development of Volunteer Cadet Corps.

Areas for Improvement

- The Chief Constable's Blueprint for Change programme has identified further developments required in the neighbourhood policing model in order to successfully tackle anti-social behaviour (ASB) in a manner that encompasses enforcement and prevention.
- The force is developing ward-level surveys mirroring the force system in order to measure the outcomes of problem-solving processes in relation to public priorities.
- Community intelligence is a key factor in informing the actions of both the JAG and

neighbourhood problem-solving groups in which the police work with other partners to tackle specific issues. The force is recruiting analysts at area level to provide resilience with intelligence units and to enhance the reassurance agenda.

- Crime pattern analysis is an area for improvement at BCU level and involves a two-week training course for analysts coupled with a two-day workshop for inspectors around the reassurance agenda.
- Neighbourhood policing and tackling of ASB are synonymous, but there has been a lack of analytical capacity around ASB and the ability to inform at a local level. The force is reviewing the systems in place with a view to developing them for the neighbourhood level.
- A community safety accreditation scheme is being developed. VOSA (the Vehicle and Operator Services Agency) has applied for accreditation. Currently its employees are being processed in line with the non-police personnel vetting procedures (4/5 individuals).

1C Customer Service and Accessibility

Good

Improved

Strengths

- The force played a role in creating the quality of service commitment as part of a national working group. The group used information from a variety of sources including Merseyside Police surveys to identify those issues that are of importance to the public. The force has completed an impact assessment of the introduction of the commitment and has had initial discussions involving a number of lead service managers about the implications of implementing it.
- The three-year local strategy plan and the APP are distributed to members of the PA, chief officers and senior managers. The plans are also available on the force and PA websites and an abridged version is sent to every household in Merseyside.
- All police officers and police staff receive performance reviews which address quality of service as part of overall performance delivery.
- The force has clear policies and quality service standards that are set out in an inter-agency service-level agreement produced by the Merseyside trials issues group. They relate to actions by the police, the Crown Prosecution Service (CPS), the magistrates' courts the Crown court and the witness service. This document is supported by a number of delivery toolkits produced under the No Witness, No Justice initiative.
- The force has an effective system for conducting customer surveys in a variety of ways including postal and telephone surveys. In addition to performance management, this survey data has been used to redesign force processes for handling calls for assistance and investigation of violent crime, burglary and auto crime.
- The force also conducts monthly confidence checking through on-street surveys that reflect the British crime survey questions and is closely monitoring confidence levels in the reassurance project pilot wards in St Helens in order to evaluate the impact of the pilot. There are indications that confidence levels have improved in this area.
- The PA, together with the force, has a programme of public meetings designed to reach all neighbourhoods and specific items of public feedback from these meetings are dealt with by the relevant area commander. The PA is also engaged in a national pilot scheme to identify ways to improve public consultation, particularly in relation to hard to reach groups and in co-ordinating the consultation work of different agencies.

Areas for Improvement

- The force is currently developing a two-day, practical skills-based customer service course that offers the opportunity to gain a National Vocational Qualification at level 2 in customer service. External industries and agencies that have noteworthy

customer service training are being consulted on the development of this approach.

- The force is to review the current structure and function of its citizens' panel in order to improve its ability to provide data that informs activity.
- The estate management plan is being developed. Where new premises are identified as being required, a local consultation process is undertaken. The new plan will provide an opportunity to promote partnership working with other like-minded organisations together with providing an estate that will suit the current policing style.

1D Professional Standards

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

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

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

2 Reducing Crime (Domain 1)

The force is making good progress in responding to hate crime and crimes against vulnerable victims through dedicated area-based hate crime co-ordinators and family support units. DV issues are subjected to appropriate scrutiny and rigorous performance management.

Merseyside Police has experienced a sharp rise in violent crime, attributable in part to a renewed commitment to achieve a Green National Crime Recording Standard (NCRS) grading, and a small rise in total recorded crime. However, the crime and ASB (CANDO) strategy outlines an integrated and comprehensive approach to achieving a reduction in all levels of crime.

The force is well engaged with partners and demonstrates continued commitment to joint working. There are a number of senior officers working within local authorities as partnership development officers to support this engagement.

2A Reducing Hate Crime and Crimes Against Vulnerable Victims

Good	Stable
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Strengths

- The DCC is the chief officer lead and chairs the diversity steering group. He is also the champion for the Black Police Association (BPA) and the GLSN.
- Each of the six areas has a hate crime co-ordinator within the Operational Intelligence Unit (OIU) function. It is the role of the co-ordinators to ensure that all reported hate crime is included in NIM tactical assessments and for the production of individual analytical products.
- As a result of continuing efforts to establish the true levels of hate crime in Merseyside, the force has experienced a 12.5% increase in recorded crimes which leaves it below its MSF group average but is consistent with national comparisons.
- There are area child protection committees (ACPCs) in place within each of the local authority areas in Merseyside and each has representation on these at senior officer level. There is also police representation on the sub-committees that sit under each of the ACPCs. The ACC (operational support) (ACC (OS)) holds quarterly meetings with the directors of the five local authority social service departments at which strategic-level matters relating to child abuse and child protection are discussed and actioned.
- Each area within Merseyside has a family support unit led by a detective inspector. These units are under the operational command of the area detective chief inspector and their respective command teams, thereby ensuring integration with the other area investigation teams. This structure facilitates intelligence links and ensures potential cases of child abuse are picked up.
- Each area has a missing persons' co-ordinator. As part of force policy, they liaise

with the family support units when a child or young person is missing, and when considering a joint interview with a previously missing child or young person who has returned, to identify any background issues. This is part of the implementation of a joint agency protocol implemented across the force area.

- DV forms an individual and significant part of each BCU crime reduction policy. The performance of each of the force areas in connection with DV is the subject of quarterly performance reviews, carried out by ASCU, under the scrutiny of the ACC (O).
- Formal multi-agency DV forums are in place in each of the five local authority areas covered by the six areas within Merseyside Police and are attended by representatives from each of the family support units.

Areas for Improvement

- The Merseyside Police hate crime policy document is currently undergoing a comprehensive review. The force is working closely with the Merseyside IAG to ensure the new policy emphasises victim care.
- The force is working to further develop risk assessment meetings with each local authority to discuss information and concerns relating to sexual exploitation of children.

2B Volume Crime Reduction

Good	Deteriorated
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Strengths

- The ACC (area operations) (ACC (AO)) has responsibility for volume crime reduction.
- In 2004/05 the force achieved reductions of 14.2% in domestic burglary, 7.4% in robbery and 11.8% in vehicle crime. This places it in the second quartile of its MSF group.
- The force CANDO strategy includes action plans and guidance on crime reduction and investigation issues. It is supported by a vigorous performance regime which has its foundations in neighbourhood policing and partnership working, with local accountability and responsibility at its centre.
- The force target-setting approach involves a comprehensive assessment of performance with SMART (specific, measurable, achievable, realistic, timely, and stretching) targets being set which take account of the best in MSF group levels. Ambitious targets aim to get the force to best in its MSF group over three years (unless the reduction required is unrealistic).
- The national policing plan feeding into the local policing plan sets the direction for the force. The target-setting process is workshop based, involving the PA and the force. For 2005/06, the process also includes the Government Office for the North West (GONW) and the five CDRPs in the setting of volume crime targets.
- At area level the NIM process drives and co-ordinates crime reduction activity, again frequently through multi-agency approaches managed via the local JAG. Local activities range from physical target-hardening programmes (eg the issue of stop-locks for vulnerable vehicle) to awareness campaigns in the local media.
- NIM tasking and co-ordination processes are used effectively to drive the force's response to volume crime reduction. ASCU regularly holds crime reduction good practice conferences on topics identified through the NIM as either level 1 or level 2 priorities.
- A community- and partner-based problem-oriented approach is the principal philosophy behind the force's delivery of crime reduction through neighbourhood policing. Problem-solving activity is well developed and used consistently throughout the force area.
- The force has made use of some innovative schemes in order to reduce volume crime. One such example was the use of vehicle seizure powers which demonstrated significant reductions in volume crime by denying criminals the use of the road.

Areas for Improvement

- The force was graded Amber overall in terms of NCRS compliance by the Audit Commission. The grading for data quality was Green and for management arrangements it was Amber.
- The force has experienced a rise of 25.7% in violent crime. This places the force bottom of its MSF group and in 40th place out of 43 nationally. There has also been a 1% increase in total recorded crime which is in part attributable to the rise in violent crime and the renewed emphasis on NCRS standards.
- ASCU is currently developing a template in order to conduct thematic inspections on tackling alcohol-related violent crime.

2C Working with Partners to Reduce Crime

Good	Stable
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Strengths

- The ACC (AO) takes the strategic lead for partnerships both by ensuring areas effectively engage with their respective CDRPs, and through co-ordinating the pan-Merseyside CDRP activity through the multi-agency group and central JAG. This is an effective structure which is aligned to the NIM process and one that enhances partnership working throughout the force.
- Partner agencies are positive about the force's commitment and contribution to partnership working to reduce crime and disorder.
- Force partnership development officers at chief inspector level work within local authorities and play a key role in facilitating integration with CDRP plans and others such as LSP plans. Local JAGs at area level incorporate local CDRP partners which creates an effective forum for joint working and planning.
- The force and its CDRP partners are engaging and co-operating well to tackle drug abuse effectively. This is evidenced through a number of initiatives such as Operation Tower, the aim of which is to work with habitual prolific offenders who commit acquisitive crime to feed their drug habit.
- The JAG support unit is now effectively funded following the withdrawal of GONW funding streams. The cost of the unit is shared between the force and its partners in an equitable manner.
- There is a dedicated income generation and funding officer within ASCU. This individual works with the superintendent ASCU to identify funding streams and opportunities, provide expert support to areas and departments constructing bids and to identify and share good practice.
- BCUs are empowered to identify, develop and submit their own funding bids with corporate oversight provided by both the ACC (AO) and the force finance department. The success of BCUs in attracting additional funding is included in performance reviews.

Areas for Improvement

- The force has identified the need to enhance partnership working in relation to ASB and is currently working on a range of measures to address this. This includes work with partners to establish a common definition of ASB.
- Local area agreements are developing but there are ongoing discussions over the validity of some of the issues identified through community intelligence. The force is alive to this and is considering ways in which such intelligence can be validated prior to entry into the NIM tasking and co-ordination process.
- Data exchange with partner agencies is currently an issue for the force due to some blockages and limited exchange with some partners. The force is exploring

ways to improve the situation in conjunction with its partners.

- An income-generation strategy for the force is currently under development.
- The force is currently exploring ways of effectively holding BCU commanders to account for CDRP performance against targets within the police performance assessment framework (PPAF) structure.

3 Investigating Crime (Domain 2)

The force is well placed to respond to major and serious crime and has effective arrangements in place to support BCUs through the force crime operations unit and the major incident teams (MITs). Detection rates for most categories of major and serious crime have improved.

The force strategic assessment includes a comprehensive analysis of major and serious crime issues and the recently introduced matrix teams have further enhanced the ability to both disrupt and investigate criminal activity at levels 2 and 3. Effective tasking and co-ordination processes ensure that effective support and direction are provided.

Hate crime is fully integrated into the NIM process and the force has effective systems in place for dealing with child abuse investigations, DV and vulnerable missing persons.

3A Investigating Major and Serious Crime

Good

Strengths

- The ACC (OS) is the chief officer lead and ensures adequate resourcing and support is provided by the force crime operations unit and MITs within it.
- The procedures for identifying critical incidents are clear and are supported by well established and maintained contingency plans which comply with national policies and guidance.
- The force has seen improved detection rates for most categories of major and serious crime with the exception of murder and rape. Abductions have been reduced by 75% and the detection rate currently stands at 100%.
- Critical incidents are dealt with by Gold groups and include the completion of community impact assessments and community strategies to ensure tensions are assessed and reduced if required. All operational activity for critical incidents is supported by a community strategy completed by the nominated Silver Commander.
- The force has an effective call-out system for resourcing critical incidents and major investigations, with 24-hour support from MITs available to BCUs.
- MITs investigate all category A/B murders, crimes in action including contamination, kidnap and other major investigations as directed by ACPO. It is a well resourced, self-sufficient team with dedicated HOLMES (Home Office Large Major Enquiry System) support.
- All senior investigating officers (SIOs) complete the SIO development programme, and SIOs within MITs complete the kidnap and extortion course.
- The impact of major and serious crime on communities is addressed through the effective use of community impact and media strategies in partnership with the local area command team. Where appropriate, contact is established with IAGs in

accordance with the neighbourhood policing strategy.

- All investigations are conducted in accordance with major incident room standardised administrative procedures (MIRSAP) and the ACPO murder manual and are effectively performance managed. An appropriate debriefing mechanism ensures that good practice is captured and lessons learnt as necessary.
- In September 2004 a serious crime review team was set up as part of ASCU with a remit to review major crime investigations. Each major investigation is reviewed after 24 hours by the ACC (OS), in consultation with the relevant area commander, the force crime operations unit and information security bureau (ISB) departmental heads, to ensure adequate resourcing and appropriate lines of enquiry in accordance with MIRSAP recommendations. A further review occurs after seven days.
- The number of offences of rape has been reduced by 7.5% and there is a corresponding reduction in the detection rate. However, this still sees the force placed top of its MSF group and well positioned nationally.
- The Protective Services Review carried out by HMIC identified the following strengths:
 - The force strategic assessment contains a comprehensive analysis of serious and major crimes facing the force. It also includes the identification of vulnerable communities within Merseyside.
 - From 1 April 2005, the force matrix team, supported by financial investigators and analysts for each operation, began a syndicate-based approach to target crimes.
 - There are sufficient dedicated resources to cope with predicted demands. Exceeding their capacity would initially be resourced from other specialist units before progressing to operational units.
 - There is clear activity taking place around homicide prevention.
 - There is clear evidence of the use of Osman policy and procedures.

Areas for Improvement

- Performance management of MITs is developing with the force currently considering appropriate measurement of both qualitative and quantitative data.
- The force has identified a requirement to provide an auditable process for the capture and dissemination of best practice in conducting major investigations and dealing with critical incidents.
- The detection rate for offences of murder has fallen by 4.6% and leaves the force bottom of its MSF group. However, it is acknowledged that this figure may be influenced by a number of ongoing, unfinalised investigations.

- The Protective Services Review carried out by HMIC identified the following areas for improvement:
 - The serious crime review team, when it has completed a review of ongoing cases, will move to cold case reviews.
 - The force does not routinely analyse unexplained deaths but relies on them being flagged up by the coroner. The force is currently working towards a more consistent approach through developments around the regional working of pathology units.
 - The current intelligence information technology (IT) system does not encourage front-line use. There is also very limited inter-operability with neighbours or partners.

3B Tackling Level 2 Criminality

Good

Strengths

- The ACC (OS) is the chief officer lead for level 2 criminality and provides clear focus, direction and innovation through developing tactics that address level 2 crime in a holistic way. The ACC (O) also contributes to tackling level 2 criminality by co-ordinating the use of area-based resources to tackle cross-border problems.
- The force has included serious and organised crime performance indicators in the APP and the Blueprint for Service Improvement contains a commitment to tackle level 2 crime.
- The level 2 and 3 tactical tasking and co-ordination group (TCG) meetings co-ordinate the force response to both level 2 and 3 criminality, based upon target and problem profiles. Recent operations targeted against force priorities have resulted in significant arrests and/or disruption tactics against established criminal networks. Research and analysis within the intelligence and security bureau continues to identify criminality and networks at this level and they are presented to the TCG for acceptance within the tactical assessment and as target and problem profiles according to NIM minimum standards.
- The force has effective, robust units dedicated to tackling level 2 criminality in the form of matrix teams. The teams have the responsibility to tackle gang-related violence, gun crime and other level 2 criminality. The team provides a coherent and co-ordinated response and has a dedicated investigation capacity for robbery, drugs and gang-related violence. The operational support group, exploiting automatic number plate recognition (ANPR) technology work directly to and under this line of command.
- The ACC (OS) is a member of the regional strategic TCG and ensures that the force plays a key role in the regional response to level 2 and level 3 crime. The force is also represented at the regional intelligence group and regional tactical TCG.
- The force has an agreement with the National Criminal Intelligence Service and the National Crime Squad to work closely in exchanging intelligence and assisting in operations. It also works closely with HM Revenue & Customs (HMRC) and the Immigration Service (UKIS).
- The force has a dedicated witness assistance unit consisting of a detective inspector, detective sergeant, four detective constables and three police staff witness assistance officers. They operate out of covert premises and work within the ACPO witness support policy. The unit sits within the force crime operations unit, the head of which has overall responsibility.
- The force has a dedicated centralised financial investigation unit of 23 staff providing financial investigation and money-laundering investigation capability across the force at all levels. In addition there are two financial investigators who are dedicated to dealing with level 2 drug trafficking while another investigator is

dedicated to corruption investigation and terrorism investigations.

- The force has made good use of asset recovery powers in the form of confiscation and forfeiture orders worth over £2 million in 2004/05.
- The force completes a force strategic assessment covering both crime and national security (including ports and traditional Special Branch) issues which contribute to force, regional and national activity. In addition, because the Irish and West Coast Ports regional analysis centre is based within Merseyside's ISB, this unit delivers a regional strategic assessment covering ports-related issues for the 17 forces within the Irish and West Coast Ports group. This then results in a regional control strategy to address ports and border security across the West Coast region.
- The Protective Services Review carried out by HMIC identified the following strengths:
 - There is clear evidence of serious and cross-border crime being fully considered in the force plans, strategic assessment and control strategy. The risks are fully considered and the force provides significant dedicated resources to meet the challenges.
 - There are effective meeting structures for intelligence sharing with neighbours and partners but the force cannot interrogate neighbouring force systems, or those of HMRC or UKIS with whom it works.
 - Operations are frequently reviewed and assessed for currency and the assets being used. Operation Oak is being used to disrupt existing criminal networks and there is regular working with HMRC, the Department for Work and Pensions, UKIS, the National Criminal Intelligence Service and the National Crime Squad.
 - The force has sufficient resources at force level to meet predicted demand.

Areas for Improvement

- The force has acknowledged some difficulties in dealing with cross-border operations requiring firearms support and is currently working with partners to resolve these.
- The force intends to make greater use of ANPR technology: by the end of the year 60 vehicles will be fully kitted out and there will be additional fixed sites. This will link into the matrix teams and give the force options to deny criminals the use of the roads. There are issues around the volume of hits and the process needs streamlining to ensure an effective response.
- The force is currently developing, in consultation with ACPO serious and organised crime group, a performance management framework across all levels of serious and organised crime.
- The Protective Services Review carried out by HMIC identified the following areas for improvement:

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- The force is beginning to use impact assessments to assess the gap left by taking out criminal activities. Community surveys and IAGs are also used.
- There are effective meeting structures for intelligence sharing with neighbours and partners but the force cannot interrogate neighbouring forces' systems, or those of HMRC or UKIS with whom they work.
- The lack of a regional resource to deal effectively with cross-border activity creates reliance on individual forces to manage individual operations against organised criminal groups.

3C Investigating Hate Crimes and Crimes Against Vulnerable Victims

Good	Improved
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Strengths

- The ACC (O) is the dedicated chief officer lead for hate crime investigation. Operational service delivery under the policy is the responsibility of area commanders and each area has a hate crime co-ordinator.
- The force has increased detections of religiously or racially aggravated crime by 5.3% in 2004 despite a 12.5% increase in recorded offences. This places the force top of its MSF group.
- Two areas in the force have developed a multi-agency team in order to respond to hate crime. These teams are effective and have demonstrated some notable successes.
- There is evidence of NIM-led, targeted activity in response to incidents of hate crime, eg the proactive use of covert surveillance techniques under the Regulation of Investigations and Proceedings Act (RIPA).
- The force uses an IAG to scrutinise statistics and, where necessary, its response to individual cases.
- The Liverpool action group against racial attacks sits once a month. A multi-agency group, it reviews the standard of hate crime in relation to investigation, prosecution and support.
- The chief officer lead for child abuse investigations is the ACC (O). The ACC (OS), is responsible for the public protection unit (PPU) and maintains liaison with partner agencies in dealing with child abuse investigations, evidenced by chairing quarterly meetings with the directors of the five local authority social services.
- Each BCU has a family support unit that delivers an integrated approach to dealing with child abuse, DV and other vulnerable victims. The BCU detective chief inspectors are accountable for the performance of their respective units and that performance is subject to further scrutiny on a quarterly basis by the force ASCU.
- The PPU has responsibility for the development and review of a number of force policies, including that relating to child abuse investigations and associated matters. The unit also ensures that there are standardised processes of investigation, working practices and procedures maintained throughout the force in dealing with all aspects of child abuse enquiries.
- There are well-established local protocols and service-level agreements in place between each of the BCU family support units and their respective partner agencies, particularly the local authority social services departments. These referral and information-sharing protocols are evaluated by each of the ACPCs serious incident sub-groups when any Part 8 Reviews under the Department of Health guidance *Working Together to Safeguard Children* (1999) are conducted.

- The force has robust and effective mechanisms in place for dealing with missing persons. These include intelligence interviews with frequent absconders from children's homes and a Young Runaways protocol developed in conjunction with partner agencies.
- The force has a robust DV policy that provides comprehensive guidance with a strong focus on positive action in response to DV incidents.
- The force has effective systems for gathering and interpreting information in order to facilitate meaningful risk assessment procedures in relation to DV, child abuse and missing from home cases.
- The arrest rate for cases of DV where a power of arrest exists is 71.5% and places the force above its MSF group and national averages.

Areas for Improvement

- The force hate crime policy is currently being reviewed with a view to ensuring greater victim satisfaction by keeping people better informed.
- Hate crime is currently investigated by neighbourhood or Criminal Investigation Department (CID) officers with support from hate crime co-ordinators as necessary. The force is considering a move to dedicated hate crime investigation teams to improve resilience and consistency of standards of investigation.
- The number of referrals to victim support from Merseyside Police has steadily decreased over recent years and only 37.5% of reported crimes in the sexual, violence and burglary categories are currently referred; 2004 saw a 35% decrease on 2003 figures. In an attempt to rectify the situation, dialogue is ongoing with senior officers. Some progress is being made with automatic data transfer of referrals but some frustrations still exist.
- The resourcing of each child protection team within the BCU family support units in Merseyside was one of the specific issues covered by the recent review conducted by the force PPU. Long-term vacancies and abstraction of the post-holders was noted as having impact on the resilience of the teams and this has resulted in a number of recommendations, as contained within the review document, to try and reduce this.
- It is recognised that there is a need, through the training sub-committees of the ACPCs, for better recording of strategy discussions and meetings to be maintained in relation to multi-agency child protection meetings.
- The PPU is working towards achieving a Merseyside-wide information-sharing protocol as part of the proposed force-wide child protection procedures.
- The force has recently implemented a new networked database to log incidents and resulting activities in relation to DV. This new system will allow the monitoring of individuals (offenders, victims, and relatives) across the force and, more importantly, track individuals who may move around the force area. Early

indications suggest some data-inputting problems and gaps exist in data on the new system. The force is working to resolve them.

3D Volume Crime Investigation

Good	Stable
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Strengths

- The ACC (AO) has the strategic lead for volume crime investigation.
- The force crime strategy CANDO provides a strategic and tactical framework for volume crime management and is continually updated to include good practice and new initiatives. Compliance with and adherence to CANDO is the subject of ASCU inspections and reviews.
- The CANDO strategy provides the framework for the force to target volume crime using NIM. The strategy creates an approach to targeting priorities, identifying tactics and evaluating of work, and ensures continual improvement in service and performance through a complete analysis of information and intelligence.
- The force sets crime investigation targets on a SMARTS basis following a comprehensive assessment of its performance against its MSF group peers.
- There is evidence that investigative key crime areas are being driven by NIM processes and activity.
- Effective use has been made of the ANPR systems available to the force which includes a dedicated spectrum team. Activity is driven by the NIM process and the force is looking to extend its ANPR capability in conjunction with the matrix teams. Joint ANPR operations at level 2 of NIM have been held with adjoining forces and on a regional basis.
- The force management development and training (MD&T) departments provides skills development packages for a variety of investigative skills, including first response, statement taking and forensic retrieval. The ASCU identifies and disseminates good practice that facilitates the enhancement of investigative skills for volume crime, such as inexperienced officers being accompanied when interviewing suspects identified through forensic retrieval. This has led to a widening of the skills base as well as to an increase in primary detections.
- The force is developing a structured approach to professionalising the investigative process programme with experienced trainers being used in the bespoke delivery and application.
- The NCRS grading of the force increased to Green for data quality and Amber for management arrangements in the 2004 Audit Commission inspection.

Areas for Improvement

- The force has achieved an increase in the proportion of offences detected overall but has, at the same time, seen significant increases in the numbers of administrative (or non-sanction) detections. There is a need to review the methods of detection to ensure that sanction detections, where appropriate, form the basis of the investigation strategy.

- While ANPR use and capability are being extended, the force recognises that the current capacity of the ISB to deal with the database requirements has been exceeded.
- The current crime-recording practices of the force result in high costs. Ways of reducing this are being examined. Plans to move to mobile data systems are being put in place and should see officers being able to record crimes direct from the scene, thereby reducing costs.

3E Forensic Management

Fair	Improved
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Strengths

- The ACC (OS) is the force champion on forensic science issues. He chairs the forensic science steering group, which has met on a monthly basis since March 2003. The ACC (OS) is accountable to the strategic co-ordination group (SCG) for the delivery of forensic science outcomes.
- The forensic science steering group monitors a range of performance indicators and drives improvement activity through area command teams, forensic science practitioners and others involved in the forensic science process. Performance data can be broken down into process areas and analysed to area, team and individual level, allowing for targeted improvement activity.
- The ACC (OS) plays a role in forensic science at national level as a member of the national fingerprint board. He has developed a good working relationship with the forensic science section of the police standards unit and has been involved with them in a number of performance improvement initiatives, including a funded project to improve systems and processes. He meets regularly with forensic service providers and has been involved in establishing two pilot schemes aimed at increasing forensic science outcomes and reducing bureaucracy. The scientific support manager meets monthly with forensic science providers to discuss service delivery and performance.
- The force CANDO strategy contains a scientific support chapter that outlines the function and activities within the forensic arena in force.
- A dedicated forensic performance analyst has recently been appointed by the force in order to develop an effective performance management framework around scientific support.
- There are clear protocols for forensic processes from first contact to forensic outcomes. Changes and advances in forensic processes are clearly communicated through the steering group and reinforced through the scientific support department website on the force intranet. Training in relation to fingerprinting forensic awareness and DNA are provided in a structured manner to custody staff and operational police officers, including new recruits. DNA results are communicated to the senior crime scene investigator (CSI) for discussion with CSIs/assistant CSIs.
- The force makes effective use of CSI workshops to identify and disseminate good practice throughout the force.
- There is well-established and effective access for operational units to in-house specialists such as the fingerprint bureau, trace evidence laboratory, forensic imaging, drawings and animation unit, and central submissions. This has been enhanced by the appointment of an operations manager who acts as a facilitator to procure services on behalf of investigating officers both in-house and externally.

- Forensic services are prioritised through the NIM process by structured attendance of senior CSIs and forensic science managers at relevant TCG meetings.

Areas for Improvement

- The forensic performance of the force has dropped when compared with 2003/04. Particular areas of note are the reduction in fingerprints recovered from burglary dwelling scenes (31% to 25.1%) and from theft of motor vehicle scenes (70% to 48.3%).
- Of particular concern for force performance is a 14.3% reduction in conversion of fingerprints to primary detections which leaves the force placed fifth in its MSF group.
- The force is re-centralising the forensic science budget as a means of reducing costs, improving sample quality and improving administrative efficiency.
- Currently the force and forensic science service are piloting a footwear analytical service in one area with a view to expanding to a force-wide service and thereby increasing forensic identifications through footwear analysis.
- The force has acknowledged a need to improve its use of the National Automated Fingerprint Identification System, particularly in suspect checking, and has introduced measures to address this.
- Forensic science staffing and resource levels are currently under review with a view to increasing the establishment if necessary. However, it is recognised that any increase would have to be funded through resourcing bids to the Home Office or by making efficiency savings.
- With the December 2004 completion of the ACPO national standards document for technical support for tackling volume crime, a programme of development at BCU level will commence in 2005/06. This strategy will examine the experiences of other forces while also attempting to ensure that national standards are maintained and the development of the area technical support unit's facilities is co-ordinated via the NIM process at level 1.
- The force technical support unit has been subject to a recent review and a need has been identified to provide an adequate level of investment commensurate with the demands for technical support to level 2 issues and other significant operations that affect the force. The HMIC thematic inspection, *Under the Microscope*, demonstrated the need to fund and invest in new and appropriate technology. Funding is ad hoc and currently falls short of other metropolitan forces of a similar size and complexity.
- CSI performance management is still bedding in following changes in 2004. Submission rates, particularly around fingerprints at domestic burglary scenes, need to improve. There are also issues concerning consistency in scene examination and forensic retrieval. The force is aware of a need to achieve consistency in deployment criteria of CSIs across the areas.

- DNA hits conversion teams are being developed across the force but there are currently inconsistencies in their resourcing and structure. The force is looking to achieve more corporacy in this area in order to improve performance in relation to primary detections.

3F Criminal Justice Processes

Good	Stable
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Strengths

- The Merseyside criminal justice board (MCJB) is chaired by the Chief Constable and police membership lies with the ACC (O) having criminal justice and operational responsibility. The ACC (O) also personally chairs the Police National Computer (PNC) steering group, Schengen implementation steering group and Drugs Interventions Programme (DIP) group.
- Area performance management groups have recently been introduced and will be chaired by BCU commanders who report directly to the MCJB. An effective performance management structure supports the process.
- The criminal justice units (CJUs) are adequately staffed and the introduction of police staff in the roles of case file builders (formerly police enquiry officers) and case file compilers to assist them has addressed most resource issues. The CJUs also utilise agency staff across a range of roles to assist when necessary. A review of staff roles is under way to reflect the need for inter-agency case progression and statutory charging initiatives to support front-line officers.
- There is evidence of effective partnership working coupled with joint criminal justice governance arrangements. Multi-agency partnerships include the MCJB, local delivery boards, effective trials management, No Witness, No Justice programmes, witness care units and the Liverpool community justice centre. The force also supports inter-agency youth offending teams.
- The witness care unit provides a high level of service to victims and witnesses.
- The force is engaged on a number of multi-agency projects to reduce re-offending and has introduced a persistent young offender tracker programme that has seen improvements in performance.
- A number of initiatives, designed to reduce the administrative burden on front-line officers, have been introduced. These include prisoner processing teams, evidence review officers, process servers and sergeants dedicated to the management of persons answering police bail.
- PNC performance is monitored via the PNC steering group which is chaired by the ACC (O). Systems are in place to ensure data quality and timeliness are monitored regularly. Force performance in relation to the percentage of court results entered within ten days has improved to 73.7%, placing the force ninth nationally.
- The force is well placed in terms of custody provision. Custody suites are modern and a range of investigative support facilities exists, such as dedicated identification suites, medical suites and good report-writing facilities for staff.
- The level of care and attention shown to prisoners by custody staff is high and there are good plans in place to skill/re-skill operational police officers on evidence gathering and file preparation.

Areas for Improvement

- The Merseyside effective trial management framework is currently being implemented. This covers all aspects of the criminal justice process from arrest to conviction.
- The proposed move away from centralised CJUs will need to be supported by a clear strategy to re-skill officers on investigation and case building, backed up with appropriate administrative assistance in the local areas. The development of the academies will support this.
- PNC performance in relation to the percentage of arrest/summons reports entered within one day has improved to 75.9% but remains below the national average and sees the force placed 37th nationally.
- There is a need to increase the awareness of police officers and prosecutors of the application of special measures provisions, especially in cases of DV.
- It is intended to return custody from centralised management to areas and it is recognised that effective management of the change is necessary to maintain performance and ensure that the current level of service continues to be provided. Response Inspectors will assume Police and Criminal Evidence Act (PACE) responsibilities. While policy issues will continue to be centrally owned, the force is aware of the need to consider how compliance will be monitored.

4 Promoting Safety (Domain 3)

The force is engaged in the national reassurance pilot and is committed to delivering public reassurance through effective neighbourhood policing which utilises PCSOs, special constables and volunteers in support of neighbourhood officers.

The CDRP JAG structure supports partnership working in tackling ASB and alcohol-related crime; problem-solving techniques are employed within the NIM framework.

4A Reassurance

Excellent

Stable

Strengths

- The force's commitment to neighbourhood policing provides a firm foundation for the development of the reassurance agenda. It is currently involved in the national reassurance project pilot at two sites and is experiencing reductions in crime and increased community confidence in these areas.
- The force has established a reassurance co-ordination group under the strategic guidance of the ACC (O). The function of this group is to provide a strategic overview and co-ordination of the national reassurance policing programme in the pilot sites and to provide strategic guidance and co-ordination while implementing the force-wide reassurance agenda.
- British crime survey results show the force to be below its MSF group average in relation to the percentage of people worried about violent crime or perceived disorder.
- The communication and marketing plan raises awareness of reassurance and promotes and encourages participation with police staff, partner agencies and the public. Consultation with the public to ascertain which issues affect their feelings of safety is carried out, on a continuous basis, using a variety of methods including focus groups, postal surveys, street interviews, postcards and officers engaging with communities on a daily basis.
- In the pilot sites, community advocates have been recruited to help communicate key messages, organise public meetings, distribute information, encourage neighbourhood watch and provide feedback on the service they receive within their area.
- Funding has been achieved for 106 PCSOs from within rounds 1, 2 and 3 of Home Office funding. Currently there are 82 operational PCSOs. Round 2 Home Office funding has been matched by four local authorities and Merseytravel, and has resulted in the development of the Travelsafe PCSOs, who provide high visibility on the public transport network and patrol the transport corridors.
- PCSOs are mainly deployed alongside neighbourhood policing teams with the aim of providing reassurance and obtaining community intelligence. There is good evidence of their contribution to and involvement in a number of successful projects and initiatives across the force area.

- The force is making effective use of volunteers in a number of initiatives and is currently exploring ways in which to extend this.
- All probationer constables are posted to neighbourhood roles where they are supported by experienced neighbourhood officers to develop their skills and experience base. They remain posted to neighbourhoods for the major part of their probation. The force has adjusted its recruitment campaigns in order to reflect this and thereby attract suitable candidates and aid retention.
- All fully fit non-operational staff are expected to adhere to the force high visibility policing policy, irrespective of their place of work. The policy states that all staff must work 12 days per year in support of operational policing and to improve force performance.

Areas for Improvement

- As a result of previous HMIC inspections, further development work has been initiated to ensure that special constables are routinely considered for planned operations/initiatives and that adequate training is provided to equip them for the role.
- While the force has achieved reductions in the percentage of people worried about burglary and vehicle crime, it remains above its MSF group average in both areas (British Crime Survey).
- The force vision for the whole of the extended police family is encapsulated within Project 9000. This is a project led by the ACC (force modernisation) with a dedicated project team to oversee development and implementation.

4B Reducing Anti-Social Behaviour and Promoting Public Safety

Good	Stable
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Strengths

- Each CDRP area within Merseyside has a JAG, which is a multi-agency group focusing on issues of prolific offenders, vulnerable victims/witnesses and vulnerable locations. Each CDRP area now has similar groups at neighbourhood level, or is in the process of developing such groups, with a view to tackling the problems specific to micro-communities.
- The CANDO strategy identifies how the force and local authorities contribute to crime reduction and reduction of ASB by applying a problem-solving approach through the NIM framework. The importance attached to the addressing of ASB is reflected in its inclusion in the Chief Constable's Blueprint for Service Improvement.
- The ASB support strategy assists the force in maximising the appropriate use of available tools for tackling ASB and associated powers via a Merseyside-wide ASB protocol. ASB is a key feature in all TCG meetings and JAG meetings which are represented by key CDRP partners and local agencies.
- The force is tackling crime and disorder within licensed premises, via the operation of a number of Pubwatch schemes. Information is exchanged between licensees, local taxi operators and the police in an effort to reduce crime and disorder. Good use of extended powers under the Licensing Act 2003 has been made in some areas of the force.
- All areas identify ASB priorities upon completion of the strategic assessment. Intelligence gathering and operations are prioritised, directed and monitored through the NIM tasking and co-ordination processes. ASB is a key feature in all TCG and JAG meetings which are attended by key CDRP partners and local agencies.
- Effective use has been made of legislation to tackle ASB across the force. This includes Anti-Social Behaviour Orders (ASBOs), Acceptable Behaviour Contracts, dispersal orders and crack house closure orders.

Areas for Improvement

- The ASB support strategy is to be further developed to include: policy for dealing with ASB incidents, information-sharing protocols, protocol with the CPS for dealing with orders on conviction, case preparation and management, and the appropriate use of all available ASB tools.
- A multi-agency problem-solving model to address ASB is currently being developed.
- The force is currently looking at the development of surrogate measures to assess the effectiveness of its responses to ASB incidents.

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- The road safety camera partnership has been developed in line with the Department for Transport guidelines, and is currently awaiting approval before being introduced to the county.
- The force is represented on the local transport group, and is working towards the agreed objectives of the local transport plan; however, a comprehensive road safety strategy has yet to be agreed with partner agencies.

5 Providing Assistance (Domain 4)

Merseyside Police continues to work towards improving call-handling performance and has recognised its inextricable link with the development of neighbourhood policing. The Keeping People Informed strategy is central to this approach of providing reassurance and promoting confidence in the police.

The force is well placed to respond to firearms and public order incidents and continues to work upon developing improved performance management systems in these areas.

The roads policing function is developing rapidly and now makes a significant contribution to tackling level 2 criminality and denying criminals the use of the roads. The force also has good capabilities in investigating serious and fatal road traffic collisions.

5A Call Management

Fair	Improved
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Strengths

- The department is developing a range of automated performance-monitoring systems for all key performance measures.
- A link to the BCU tasking and co-ordination process has been introduced whereby control room inspectors attend BCU TCG meetings and promulgate BCU priorities and tasking to staff.
- The chief inspector (calls and response) is responsible for performance within the department. There is a robust and effective system of monitoring individual performance which is properly linked to the personal development review (PDR) process.
- Call management lies within the portfolio of the ACC (AO). A weekly meeting takes place between the ACC and the head of calls and response to discuss issues relating to call management; performance is also challenged within this meeting.
- A Keeping People Informed policy has been implemented. The policy establishes that, following the initial call to the force, the caller will receive a number of 'call backs' and will also be provided with further information about their incident. The policy also contains clear lines of responsibility for members of staff handling incidents, which enables individual performance to be linked with the PDR system.
- For standards based on community needs and the use of effective user groups, the department has instigated a joint improvement group. This is an external group made up of members from hard to reach and minority groups from within the communities. They have been asked to assess and ratify the department's QA process to ensure that the criteria used to assess staff and service delivery are applicable to a range of different communities' needs.
- The force operates a force incident manager system at inspector rank, whereby critical incidents are identified early and appropriate risk assessments made at that stage. Inspectors are well trained for this role and they are supported by drop-down

menus on the incident-handling system and access to force contingency plans.

- The force currently employs a crime bureau, which is responsible for the centralised recording of crime reported by the public direct or via a police officer at the scene. This system minimises the time spent by operational staff recording crime.
- Managers and supervisors have received stress awareness courses and the department provides health awareness days for staff, including various holistic treatments to contribute to the development of a healthy workforce.
- The force has recently recruited a number of new call-takers and has revised shift patterns better meet to demand within the department.

Areas for Improvement

- While the force has improved on the numbers and percentage of 999 calls answered within the locally set target time (10 seconds) to 75.1%, it is still some way short of the national average of 87.4% and finds itself placed 35th nationally.
- The force has identified a need to construct a demand profile in order to consider the type and volume of calls being received. This will be done by external call-handling specialists.
- The force is currently in the process of introducing the AVLS (automatic vehicle location system). The system has been introduced in Wirral BCU and will be rolled out across the force during 2005. The system will indicate the location of all deployable units to facilitate the more efficient use of resources.
- A call-handling manager (police staff) has been introduced to review the call routing within the force with a view to making the department more efficient.
- The force is aware of the need to focus on attendance management issues within the department and has established an action plan to improve performance. It is also working towards a more robust redeployment policy.
- The dispatch side of the business will shortly be realigned to come under area control. Overall responsibility and accountability for performance will rest with the area command and provide potential efficiencies in managing demand. At the time of the assessment, the plans had not been finalised.
- As part of the force's Blueprint for Change, a pilot will be undertaken in one BCU requiring officers to record crimes directly. This is intended to improve the 'ownership' of crimes and provide a continuous process from initial scene attendance to investigation and finalisation.

5B Providing Specialist Operational Support

Good	Stable
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Strengths

- Specialist uniformed resources are managed within the operational support unit under the operations support portfolio. Tasking of these units takes place via the force level 2 tasking and co-ordination process in line with NIM. In addition to this, the force operates a weekly operational resource meeting to ensure that resources match demand and are allocated through the TCG.
- Operations support departments are subject to a six-month performance review process undertaken by the ACC (OS) supported by ASCU.
- The force mobilisation plan has been rewritten in the last 12 months and provides a balanced response to force-wide emergencies. There are regular exercises to ensure compliance with the plan and to highlight any issue which can then be rectified and the plan updated.
- The force operates an on-call firearms cadre system with dedicated experienced firearms incident commanders. The firearms department has an agreed stakeholder requirement under a service partnership agreement which outlines the arrangements for the force's firearms response. This is subject to weekly review at the weekly operational resource meeting and annual review under a wider policy review process.
- Armed response vehicles are operated and are deployed 24/7, with a crew of two officers per vehicle. Force policy is that there will be a minimum of four armed response vehicles deployed and available at any time.
- All firearms incidents are reviewed by a panel led by head of firearms. Critical decision-making is assessed and feedback given. Learning outcomes are disseminated to all relevant parties.
- Force policy dictates that the Independent Police Complaints Commission be notified of relevant incidents. The procedure is incorporated within the post-incident policy which accords with the ACPO manual of guidance on police use of firearms and the Home Office code of practice. The force has four trained post-incident managers.
- The force has an established firearms management group chaired by the ACC (OS) with representation of key stakeholders to review firearms policy and procedure.

Areas for Improvement

- Work is ongoing to identify meaningful performance indicators for operations support that give cognisance to and complement the requirements of the national policing plan, the APP, the PPAF, HMIC baseline criteria and the PDR process.
- The force maintains a part-time tactical firearms team that provides dynamic

intervention/entry capability. The force is currently developing a regional mutual aid protocol covering dynamic entry/intervention, the provision of rifle officers and protection officers.

- The force has no procedure for reporting the results of police investigations or reviews to ACPO or the National Centre for Policing Excellence, and requires development in this area. Similarly, it has no provision to notify ACPO of issues and good practice identified in force.
- Reporting of safety critical incidents to ACPO is an informal process and is considered to be fair. This could be improved with a more formal documented policy indicating with whom the responsibility rests and the force is to review this area.
- The force's approach to the selection and training of Gold and Silver Commanders is good. However, the procedure adopted for Bronze Commander could be improved. This is an issue which the force should address as a matter of priority.
- The force has identified a shortage of body-recovery trained officers and is taking action to address this.

5C Roads Policing

Fair	Improved
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Strengths

- At ACPO level the ACC (OS) has overall responsibility for roads policing and chairs the roads policing steering group. This monitors area performance measured against individual BCU action plans.
- The force Roadsafe strategy has four aims: to reduce death and injury, to deny criminals unrestricted use of the roads by enforcing the law, to reduce anti-social use of the roads and to enhance public confidence and reassurance. Enforcement and prevention measures are delivered through the monthly roads policing calendar by themed approaches to roads policing issues.
- Although the primary responsibility for road traffic offence enforcement lies with the BCUs, the traffic department has given this area a great deal of emphasis as a means of tackling road casualty figures. Enforcement by the traffic department is up 400% with particular emphasis on the core offences of speeding, seat belts, drink driving, use of mobile phones, due care and disqualified driving.
- There is evidence of effective tasking of roads policing officers on crime operations through the NIM process.
- All roads policing sergeants are qualified road death SIOs and a constructive, collaborative working relationship exists with CID officers in this regard.
- The central traffic department, through its traffic management officers, works closely with a range of partners including the five local authorities, VOSA, the Highways Agency, the RAC, Road Peace, Headway and Aftermath Support. They engage in diverse road safety initiatives such as the driver improvement scheme.
- The road safety camera partnership is developing and a full-time project manager has recently been appointed.

Areas for Improvement

- The number of road traffic collisions resulting in death or serious injury is significantly above the national average. This leaves the force placed in the bottom quartiles of its MSF and national groupings.
- While the Roadsafe strategy clearly defines the responsibilities and roles of the BCUs and central department, there is significant variation across the force with regard to road policing activity. To this end, the head of traffic is currently working to produce a basic model for an area traffic structure.
- Tasking and co-ordination at all levels is based on NIM, although there is a recognised requirement for a more proactive intelligence function within the central traffic department.

6 Resource Use (Domain B)

The force has made good progress in reducing police officer and police staff sickness along with reductions in the number of medical retirements. There has been a promising take-up rate of the recently introduced home–work life balance policy in support of this.

The force continues to demonstrate improvement around resource management issues and is implementing examples of good practice such as achievements with e-procurement and participation in the 2005 finance IPF benchmarking club.

NIM is fully embedded throughout the force and effectively drives business at all levels, including partnership working.

6A Human Resource Management

Good	Improved
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Strengths

- Police officer sickness has been reduced by 10.07% and police staff sickness by 5.34% in 2004/05. However, the force remains above MSF group and national averages. Personnel managers are integral members of command teams. In addition they are members of the corporate personnel strategy group which tracks local delivery. Areas and departments have local personnel plans that are aligned to the force personnel plan and their area policing plan. Performance against these measures are tracked and scrutinised by the ACC (personnel) (ACC (P)) at regular one-to-one meetings.
- The personnel department has co-ordinated the force's civilianisation programme (100 staff), which has enabled area commanders to civilianise posts. Officers are able to return to front-line roles, and departmental heads/area commanders can recruit specialist and skilled staff to key posts.
- The force has recently acquired the human resources (HR) analyser system which enhances analysis of people management information and in turn leads to better informed decision making. Extensive work continues to quality assure data to enable more accurate management information to support operational needs.
- Project 9000 is the strategic aim of the force to raise the total number of employees to 9,000; this is incorporated within the Chief Constable's Blueprint for Service Improvement. The bulk of this extension of numbers will be achieved through an increase in the extended police family. A Project 9000 governance group is chaired by the DCC and a link to the head of personnel is through the ACC (P).
- The home–work life balance policy has been marketed extensively across the force. Personnel managers provide specific advice to individuals who are considering making changes to their working pattern. It is encouraging to note that during the last 12-month period, the force has approved in excess of 100 applications that fit within the policy.
- The force has experienced decreases of 0.35% and 18.14% in relation to medical retirements of police officers and police staff respectively in 2004/05.

- The force PDR process has been aligned to the national competency framework. A review during December 2004 showed that the revised scheme is achieving business objectives. A bank of individual competency profiles has been developed and is utilised for recruitment, selection, promotion and career development. The police promotion process and High Potential Development Scheme (HPDS) have been successfully revised to incorporate the National Competency Framework (NCF).
- The force health and safety (H&S) policy provides clear assignment of responsibilities. Each area has a nominated individual with H&S responsibilities. The force H&S committee is chaired by the ACC (P) and receives regular reports on accident statistics and trends.
- There are robust and effective mechanisms in place for the monitoring of staff hours under the European working time directive.

Areas for Improvement

- The personnel and IT departments are presently working together to scope requirements for a new personnel IT system which will be implemented during 2007. Personnel policies are published on Merlin.
- Resource allocation has been highlighted as a key objective for the recruiting and resourcing department. A resourcing project team, headed by a superintendent, is leading on all aspects of resource allocation.
- The exit interview process has recently undergone review and has been relaunched with systems introduced to enable analysis. This will assist future decision-making and policy formulation.
- The police staff recruitment policy has been reviewed to incorporate NCF and is currently undergoing consultation.
- Several BCUs and departments across the force (including HR and development) have the Investors in People (IiP) accreditation. The force has recently appointed an IiP co-ordinator to achieve force-wide accreditation.
- The force has recently revised the attendance management policy which now focuses on sickness reduction and the advancement of health awareness. Initiatives to address these matters are ongoing across the force.

6B Training and Development

Good	Improving
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Strengths

- The force has a training strategy that conforms to the requirements of Home Office circular 53/2003 and is incorporated within the PA's costed personnel plan.
- The force has produced a good quality costed training plan (CTP) following the national costing model, working closely with B Plan consultants.
- The CTP is monitored by the PA on a quarterly basis, and the training management group (TMG) on a monthly basis. This latter monitoring includes delivery achieved compared with planned activity. B Plan has been commissioned to enable contemporaneous monitoring of the CTP over the next 12 months
- MD&T produced a consolidated QA policy in 2003, giving guidance and direction for central training staff. An action plan exists within the 2005/06 personnel plan relating to broadening this activity out from MD&T and into the whole force training function.
- The force has incorporated its training evaluators within the headquarters (HQ) personnel QA unit, thus ensuring their independence. They are responsible for collating and evaluating level 1 reaction data and forwarding data to MD&T. Level 2 evaluations are conducted internally by trainers by a variety of methods. Level 3 evaluations are the remit of the force evaluators, and are currently undertaken for new courses and those which have significant alterations made to them. It is evident that recommendations contained within these reports lead to programme changes.
- There is strong commitment to community involvement in training from the force, and the development of a training element from its IAG is noteworthy practice. Good work has also been undertaken by the force in relation to developing a dyslexia programme, together with innovative use of technology.
- A broad range of collaborative training is undertaken with non-police organisations, including the CPS, victim support and the ambulance service. The force is also involved in a range of police collaboration projects including regional driver evaluation, joint public order training for Bronze and Silver Commanders, and is well represented regionally and nationally on networking forums.
- MD&T has attempted to embrace national guidance contained within Models for Learning, and has utilised this guidance to underpin the whole of the training cycle. It has also run a number of workshops across the force training estate to market and encourage the use of this guidance by all training practitioners. MD&T also plans to QA the impact and use of these models across the force.
- The force has mapped all new courses against National Occupational Standards, and is currently engaged in a process to review all existing courses in relation to meeting these standards.

Areas for Improvement

- Some elements of training have been omitted from the NCM costing process, although work is under way to address this. The training omitted is significant in terms of volume and cost, and has been provided by departments and BCUs over which the head of MD&T has no control, such as operational support units and BCUs. The force is encouraged to review the resources currently available within MD&T to enable this additional work to be undertaken effectively.
- There is no executive level group specifically tasked with representing the client as its sole function. Currently the TMG performs this role, and is chaired by HMTD, the main contractor. This arrangement is not sufficiently client-led, and has the potential to produce a conflict of interests. The force needs to review its executive level client/contractor function to ensure that client need is adequately represented. This requires either a review of the position of chair of TMG, or the formation of a separate strategic group, specifically referenced to deal with training and development matters.
- The head of MD&T does not have overall control of all training for the force. There is also no mechanism to ensure that accountability for all training rests with a single source irrespective of where, or by whom, in the force it is provided. The force recognises this and is in the process of developing a corporate QA function across all training. This work was found to be consultative rather than mandatory, and has yet to be embedded.
- PDR completion operates between January and March. This results in an inability to incorporate training requirements from PDR into the forthcoming training plan. The force should review the PDR submission dates to allow appropriate information contained within them to be included in the training plan without being 12 months old.

Noteworthy practice

- Approach to monitoring the CTP.
- Approach to community involvement.

6C Race and Diversity

Good

Strengths

- The ACC (P) has formed a positive action team which has developed a plan to support the recruitment and retention of minority groups within the organisation. Work undertaken includes focus groups with BME groups, targeting media campaigns to BME groups, attending religious festivals and other BME events to promote Merseyside Police.
- Internal and external focus groups establish why BME groups may not wish to join Merseyside Police and why they are not retained. Members of the Merseyside Police Authority (MPA) are actively interested in this work and regularly attend assessment centres and workshops.
- The personnel strategy 2003–06 includes diversity as a key strategic objective. All new policies are assessed for compliance with the Human Rights Act and RES. Local progress towards achieving a diverse workforce is monitored by the employee relations and diversity advisers who visit areas and departments to provide guidance and advice and to address blockages.
- Diversity is a key priority in the force's personnel plan 2004/05. Quarterly updates are provided to MPA resources and strategy committee. Local progress towards achieving a diverse workforce is monitored by the employee relations and diversity advisers who visit areas and departments to provide guidance and advice and to address blockages.
- The diversity strategy has been published, distributed and communicated force-wide. The diversity policy embodies compliance with legislation on sexual orientation, religion and belief.
- An internal consultation group has been implemented which is organised by the chair of the BPA and includes representatives from the Gay and Lesbian Support Network (GLSN) and the disability support network. All internal policies are scrutinised by this group.
- The IAG has been involved in the writing of all service delivery diversity policies and strategies including the hate crime policy, stop and search policy, travellers' policy, disability policy and elderly person policy. The IAG has also been involved with training, quality of calls and response and the RES as well as critical incidents involving BME communities.
- The IAG is also part of the diversity steering group chaired by the deputy chief constable. It scrutinises management information concerning diversity and equality both internally and externally. The diversity steering group also includes members from the support networks mentioned above as well as with unions and staff associations.
- In consultation with the Merseyside BPA, minority staff have been trained to mentor minority recruits to the force. Seminars are delivered to BME candidates to

encourage them through the different stages of the recruitment process.

- The force has adopted national standards for recruitment in accordance with the DDA. The force guarantees interviews for all disabled candidates who meet the essential criteria for the post, as part of meeting the requirements for the Two Ticks scheme.
- The force has developed a new fairness at work policy, recognising the need to improve upon its previous grievance procedures. This has been implemented, and an independent monitoring officer has been appointed to monitor grievance management for further improvement. Support networks, staff associations and trade unions play a key part in mediation to resolve grievances.
- The force has established support networks in the form of the BPA, the GLSN and the Disabled Staff Support Group. The BPA has a dedicated office and the chair is accorded 20 hours per week for this role. Officers from all support networks are afforded facilities to attend meetings and to assist members of staff.
- All training courses are quality assured by the training arm of the IAG and, where appropriate (eg diversity in action modules), the IAG sub-group members are invited to sit on the course and observe. Diversity is a learning thread which is inherent in all training design and delivery.
- There has been specific training on the RES and the DDA, with a more in-depth approach being taken for specific roles and an overview for all staff within the force. Community trainers have been engaged in this process.
- The head of training has a seat on the diversity steering group now chaired by the DCC and is the conduit for diversity training issues to and from the training function. Personnel have a client role in the production of training – a specific example of this is the DDA training which was developed and delivered in close consultation with the personnel function.
- During 2004/05, through active recruitment, the percentage of female officers compared with overall force strength rose to 18.7% – an increase of 1%. This is still below MSF group and national averages but represents a positive change within the force.
- The force has also improved its retention rates for BME and female officers through the measures introduced and compares well in both MSF group and national comparisons.

Areas for Improvement

- During 2004/05, 2.6% of recruits were from ethnic minorities, which is a reduction of 1% over the previous year. This compares unfavourably with both MSF group and national averages. The force continues to seek improvement through the positive action team established in the recruitment department.
- A dedicated team is working with the force to deliver the requirements of the RES, which includes action plans to ensure delivery of Breaking Through, actions from

the Commission for Racial Equality questionnaires and the ACPO race and diversity strategy. The force has established a diversity co-ordination team to address compliance and to monitor progress of the RES during 2005.

- Merseyside will be reviewing the whole area of diversity training following the publication of the national learning requirement and of the Association of Police Authorities' guidance on involving communities in training.

6D Resource Management

Good	Improved
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Strengths

- The force set out a target of £5, 984,000 for efficiency savings during 2004/05, which represented the 2% required. The end of year assessment of the efficiency plan identified that the force had exceeded the target considerably, with estimated efficiency savings of £10,319,000, of which just over £4 million were cashable gains.
- The implementation of the Blueprint for Service Improvement has been planned. The majority is in capital rather than revenue, given the limited increases in the budget. Developments are planned into the 2005/06 budget and approved. The teams under force modernisation are already in place, but there is a need to look at the estate, vehicle fleet and technology to service this fully.
- Potential areas for savings include the vehicle fleet, with a 10% reduction in the number of vehicles planned. Some 35 vehicles have already been identified for withdrawal. There is no intention to increase officer numbers during 2005/06, as a resourcing project to increase staffing of neighbourhoods to 1,400 during 2004/05 has been funded.
- The COG has considered its medium-term financial plan on several occasions during the period prior to setting the budget, and the Chief Constable, DCC and director of resources were all involved in discussions with the PA in setting the budget proposals for 2005/06. The overall force financial position remains sound, despite a forecast budget shortfall in 2005/06 which is currently being considered, and the balance and reserves positions are healthy.
- Financial planning arrangements with the PA are now eight months old and progressing well. The force is in the position of having quite healthy balances compared with two years ago and has adequate provision under current circumstances – notwithstanding any changes in pension funding for 2006/07.
- The PA has a separate treasurer and clerk, ensuring a separation of duties in relation to PA advice. The roles of the treasurer and the director of resources are clearly defined, with regular meetings and liaison. The PA has established a resources and strategy committee, together with a sub-committee covering financial planning and forward financial strategy.
- Local area agreements are in place in Knowsley, with the financial overview provided by divisional finance and the asset manager sitting within the project board.
- All budgets to BCUs and departments are devolved within an overall cash limit. Budget holders have the freedom to set individual budget lines and profile budget spend throughout the year. Main budget holders are supported by a finance and asset manager who reports to the local departmental or command team. Budget monitoring returns are collated and reviewed monthly and reported to chief officers in summary form, with averages and trends in a monthly report to the SCG.

- Finance and asset managers attend regular (monthly) meetings at which budget and resource issues are raised; this meeting is chaired by the director of resources and head of finance. Additionally, the director of resources and head of finance meet with the main budget holders individually three times a year to discuss matters arising.
- The HQ finance department is staffed with a number of qualified and part-qualified accountants, each with a range of specialist financial backgrounds and skills. A qualified and experienced finance manager heads the team, which contains a number of staff with extensive local authority and police accounting experience. This team provides help and guidance to budget holders and finance managers.
- The finance department is well placed in terms of technology for the processing of data and has clear examples of e-procurement and payment routines. Processes are currently subject to further development, including the replacement of the finance systems to take even greater advantage of new technology and the benefits this gives in terms of more efficient processing and improved reporting opportunities.
- A comprehensive resource management strategy has been in place since 1999. Supported by a computerised resource management system, the resource allocation plans are seen as 'best practice'. Training or support is provided to all managerial personnel to optimise the use of resources, and is checked on a quarterly basis by the centre.
- The home-work life balance policy has been marketed extensively across the force and includes the following flexible ways of working: compressed hours, voluntary reduced hours, term-time working, home working, change of location, flexi-time, part-time working, job share and career breaks. Managers provide specific advice to individuals who are considering making changes to their working pattern.
- Recently acknowledged in the Home Office/Accenture report, the approach to shift patterns encompasses a holistic model, incorporating all elements of duty roster design along with a dynamic flexibility to meet short-term goals provided by an extremely flexible VSA. A written resource allocation plan is submitted annually by BCU commanders, supported by local resource managers.
- The work scheduling unit advises both ACPO and the Home Office on the implications of the working time regulations and practical adoption of the legislation. Regular audits and reviews ensure that compliance is maintained and that the computer-aided resource management system allows for adherence.
- The force's procurement strategy is aligned with the national procurement strategy and promotes active collaboration with both customers and other forces. Efficiencies include savings (over £197,000 for 2003/04 financial year), better use of resources, and the standardisation of specifications both regionally and nationally.
- The estate strategy is designed to be flexible and support the force's operational units to perform their duties in the premises from which they operate. Premises that

are identified as not fitting the profile of operational suitability, location suitability or efficient overall running costs, as compared with the national benchmark club published data, are highlighted for action to address the shortfall.

- In July 2004, following extensive consultation with areas and departments, the vehicle fleet introduced new working arrangements by introducing new opening hours (8 am to 6 pm, Monday to Saturday) and reducing the number of workshops from four to two. New staff rotas incorporating a four-day week have been introduced with no extra cost to any vehicle user.
- The vehicle fleet manager is the force fleet and transport adviser and reports directly to the director of resources. The vehicle fleet manager holds the following qualifications: MAEng, FIMI, MIRTE, MBIM. In addition, he is the regional representative for the NW region on the national Best Value (BV) and benchmarking committees for NAPFM.
- The department contributes to, and recently received, its NAPFM benchmarking report, which puts the department, on behalf of the force, in the top quartile of forces nationally in a number of reports. It will continue with this project but monitors internally through its monthly management team meetings, workshop productivity, vehicle availability, stock valuation etc.
- In line with the engineering services section, the transport section has introduced new operating hours and a new rota system for its drivers. This has allowed new JDQs to be developed, which incorporate an AA/RAC-type response service to force vehicles at police stations and roadside assistance across Merseyside.
- Transport drivers are now carrying out minor repairs to vehicles at police stations, following appropriate training. The department is geared toward utilising support staff for transport-related activities such as no waiting cone deployments and delivery of specialist equipment to both minor and major incidents. All of the above have been introduced as part of performance measures to assist in the corporate strategies of the force.
- The force and the PA will be aware, from the 2004 baseline assessments, of the importance of implementing and developing the national activity-based costing (ABC) model. In the Audit Commission's national ABC data quality report, issued in May 2005, the results for the force are shown as:

Force	2003 Issues	Costing	Internal Controls	Information Sources	Reason- ableness	Use of Costing Data
Merseyside	GOOD	EXCELLENT	GOOD	GOOD	GOOD	WEAK

- The force has demonstrated its commitment to implement ABC and will now, with the PA, wish to continue to develop the use of ABC, and activity analysis in particular, as key elements of management information to drive the linking of resources to performance. Progress will be monitored on an annual basis by the Audit Commission with results included in future baseline assessments.

Area for Improvement

- The new policy for income generation is being considered by the business management group and COG.
- The force is working with the PA to put a register of charges in place so that there is a common understanding of costs and benefits. There is a current debate with the authority over PCSOs and their use, deployment and funding under the heading of Project 9000.
- The forensic management budget has been centralised from April 2005. It has been under-funded in the past so additional resources will be transferred. The use of central QA of submissions will ensure efficiency savings elsewhere in budget.
- The departmental and BCU finance and assets managers attend regular meetings and have established a working party to discuss, communicate and agree upon best practice in resource management at local level in the areas and departments. This group in turn reports findings and issues back to the finance and asset manager meetings. It is envisaged that this group will go on to develop peer reviews of departments, spreading best practice across the force.
- The force is currently reliant on a resource allocation model (90/10 distribution) which has been functional for a number of years. Arising from a recent service improvement review, work is currently being undertaken to create a revised resource allocation mechanism that is more consistent with the changing nature of policing and the structures that are now in place. The model is intended to provide an accurate assessment of need at all levels and across all functions to enable chief officers to make adjustments to resources whenever necessary.

6E Science and Technology Management

Good	Stable
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Strengths

- The chief officer lead for this area is the director of resources.
- The head of IT is a member of the strategic advisory group, which identifies issues for the force's control strategy. The force also employs a full-time IT strategy manager whose role is to ensure that the force's IT systems meet the organisation's requirements.
- The head of IT attends COG regularly and is also a member of the strategic advisory group, which identifies emerging issues for the force control strategy. He is also a member of the strategic leaders' forum and the business management group.
- The information systems (IS) strategy and development programme concentrates on areas that will deliver business improvement, namely criminal justice, calls and response and performance management.
- The objectives of IT projects are defined in business terms and projects are reviewed after implementation to ensure that they meet the objectives. The IT department monitors performance indicators for the service provided to users of IT, the performance of IT systems, the data network and the implementation of IS projects.
- Potential projects are evaluated by the IT strategy manager and viable proposals are considered by the IT steering group and included in the IS development programme.
- The force has a project management programme that is used for all ongoing projects and objectives are reviewed post-implementation to ensure they have been met.
- The IT steering group has broad-ranging membership consisting of members of operational units and from personnel and finance.
- The force has a stable IT infrastructure with targets of 99.9% availability (which it meets) for its key systems. Customer service performance is monitored and reviewed on a monthly basis.
- The IT customer service manager conducts quarterly surveys of all users of IT. The issues raised in the survey are either actioned by his section directly or discussed and actioned at the departmental TCG meeting.
- User requests for new systems, new features or enhancements are handled by the IT strategy manager and are documented in the IS project register before being passed to the IT steering group for approval or rejection.

- The force has adequate security arrangements and penetration testing is conducted regularly using different suppliers each time.
- The force has a disaster recovery plan and successful testing has been conducted recently following a genuine loss of power to the main computer suite and control room.

Areas for Improvement

- The IS strategy covers the key points of the police science and technology strategy, but the force acknowledges there are some existing problems around the development of intelligence systems and the integration of criminal justice.
- The force IT department is facing a period of significant challenge and change in the light of major internal projects being carried out at the same time as national programmes.
- The force is considering the use of short-term contracts to give more capacity and is aware of the need to simplify some back office functions.
- Performance monitoring of IT systems has improved recently but there are still some overdue projects affecting the key performance indicators.
- Mistakes and inconsistencies in this year's ACPO information management benchmarking toolkit exercise mean that the force has not been able to compare performance properly. The only scores comparable nationally were user satisfaction, calls resolved in target and availability of service.

6F National Intelligence Model

Good	Improved
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Strengths

- The force has a clear ACPO lead for intelligence and NIM processes in the ACC (OS). NIM implementation and ongoing maintenance/development are managed through a NIM steering group chaired by the ACC (OS). This group includes representatives of key functions at area and force level as well as the strategic development department (SDD).
- The force has, in addition, invested in a dedicated NIM team (including intelligence trainers to ensure that staff receive essential training for their role). The team develops and maintains NIM processes as well as completing audit and inspection against minimum standards.
- The force intelligence strategy and the force tasking and co-ordination policy highlight how NIM processes and business processes have been fully integrated through the strategic co-ordination process. The force strategic assessment and control strategy is not only reflective of operational issues and priorities but also business priorities, with particular focus on how support functions can assist operational priorities.
- Strategic and tactical assessments at all levels of NIM activity are used to drive force-level and BCU business. Both assessments utilise the national NIM templates, with strategic priorities set every six months and tactical priorities every two weeks. The strategic assessment process is an ongoing activity with analysts and researchers in regular consultation with partners, other agencies and specialists within the force.
- Through the strategic co-ordination process and strategic advisory group, other departmental and business assessments are included for consideration by ACPO when determining the force's priorities and control strategy.
- There is continuing development of links between the ISB and SDD to ensure common interpretation of data and to inform area tasking and co-ordination processes.
- The force is compliant with both NIM minimum standards and NIM codes of practice and has written and implemented a force intelligence strategy to cover all aspects of these standards.
- The force intranet contains information on policies and procedures relating to tasking and co-ordination processes. The SLEUTH system is used for briefing staff, and one area is piloting a briefing project developing the use of SLEUTH and Netpresenter.
- An IT strategy has been implemented to ensure auditing, weeding and maintenance/development of the intelligence system, and policies have been implemented in relation to the government protective marking scheme.

- The force attends the regional intelligence group meetings, which take place prior to the regional tactical TCG meeting. This forum agrees issues to be taken forward for discussion, consideration and approval by the regional TCG. This has received recognition as good practice, and a number of significant and successful regional operations have resulted from this process.
- A significant aspect of the tasking process is the use of community and partnership intelligence throughout the JAG and multi-agency group processes.

Areas for Improvement

- There is a dedicated source-handling unit at force level, as well as one being piloted at area level. ISB ensures that technical support and surveillance capability is available at all levels of NIM, with priorities determined by the control strategy.
- There is a need to enhance the capacity of the intelligence functions and products for the bespoke databases that will support the deployment and tactics of the force's level 2 and 3 resources, including the new matrix teams.

7 Leadership and Direction

The force has undergone recent, significant change within the chief officer team. The Chief Constable and the DCC are relatively new in post and the ACC (OS) has recently been successful with an application for promotion to another force. These changes, coupled with a re-alignment of chief officer portfolios and the introduction of the Blueprint for Change, represent challenges for the force in maintaining and improving on previous performance.

7A Leadership

Good

Strengths

- A Blueprint for Service Improvement is the force business plan intended to make Merseyside Police the leading force in the country, with a service based on quality, a perception of caring and a robust style of neighbourhood policing.
- The force has adopted a programme governance structure for the implementation of the Blueprint for Service Improvement. This defines the requirements of individual chief officers for the implementation of each of the service areas within it.
- The chief officer team uses a variety of methods to ensure that the vision is clearly communicated through the organisation. These include video briefings, personal visits and the use of talkback focus groups with staff.
- The chief officer PDR process is supplemented by 360-degree feedback for each officer and for the team as a whole from independent consultants.
- The Chief Constable personally sees every newly promoted officer and also speaks at leadership courses and at attestation evenings for new recruits, and conducts ad hoc visits to areas and departments.
- Positive relationships continue to develop between chief officers and the PA. There is a common approach to and understanding of key issues. Relationships between area commanders and the PA are developing.
- The Chief Constable is developing positive and constructive working relationships with local authorities in order to maximise information flows and has introduced stakeholder meetings that provide a new level of interaction between the force, the PA and key opinion formers.
- Considerable team-building activities have taken place within the chief officer team since the appointment of the Chief Constable and the DCC. These have involved the head of SDD in order to ensure that key issues are captured and linked to organisational developments.
- The force has an effective policy and audit structure at both force and local levels.
- Regular reward and recognition processes are in place and the Chief Constable holds an annual gala night for the presentation of a number of individual and team

awards.

- Chief officers regularly engage with local media in a variety of ways, including participation in local radio phone-ins and web-chats. The process is managed by the press office to maximise exposure and impact.
- The DCC is the chief officer champion for diversity issues at a strategic level.
- The DCC leads for the force on the implementation of the RES.

Areas for Improvement

- There is a common agenda being developed between the force and the PA in order to define what neighbourhood policing means to stakeholders and what it will deliver to the public.
- One area for future consideration is for a professionally qualified director of HR to become a member of the chief officer team in order to support the common vision of the force and PA and also to manage personnel and welfare issues that develop as a result of continued changes.
- At the time of the inspection the force was undergoing substantial change in ACPO portfolios, and divisional and department heads, and this had the potential to affect the performance of the force. The Chief Constable and the chief officers are actively promoting the Blueprint for Service Improvement objectives until the changes settle in.

7B Strategic Management

Good	Stable
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Strengths

- The force has a clear vision that reflects the neighbourhood policing style that has been adopted over recent years and this is reflected in the Blueprint for Service Improvement. This has been clearly communicated and reinforced at all levels, both internally and externally.
- A restructure of chief officer portfolios has resulted in the appointment of one ACC as the champion for force modernisation, driving forward and implementing the key changes arising out of the Blueprint for Service Improvement.
- The force secures coherent integration of the planning cycles through SDD under the direction of the DCC. SDD ensures effective communication with the PA, GONW and CDRPs in establishing requirements and agreeing targets.
- At the beginning of the business planning cycle, the ACC (O) issues a critical management report that clearly outlines key areas for development during the forthcoming year. The report is communicated to all area commanders, who are expected to incorporate its contents into their programmes of work.
- SDD provides a central focus to ensure that national and local requirements are an inclusive part of the planning cycle. In setting the LSP priorities and area policing plan priorities, consultation is carried out with government (both local and national), CDRPs and local commanders (BCU). Through this inclusive process, local (area and departmental) plans reflect the overall needs of the organisation and its partners.
- SDD provides the lead in the interface with the PA in developing the LSP and APP. As part of that process, close reference is made to the annual budget-setting process to ensure that the requirements of the APP are aligned to resources. Reference is made, as part of the process, to the ABC results.
- A joint officer group has been established and meets on a regular basis (October–February) to discuss the requirements of the plan and delivery options (including resources). The PA performance review and scrutiny and resources committees provide accountability.
- The DCC chairs the SCG, which sets the NIM control strategy for the force. The force's control strategy incorporates both operational as well as organisational priorities. SDD is represented on that group and is able to ensure that the priorities set as part of the control strategy are reflected in annual and other plans.
- The force has a comprehensive programme of corporate communication activity. Members of communication and marketing staff form part of the management process for all major force operations and priorities, and communication strategies are developed for each one. The force has a branding structure for the delivery of communication messages to create consistency and clarity for target audiences.

- The force has an effective environmental scanning process which feeds the monthly business management group meetings, the NIM strategic assessment and informs various planning processes.
- Business management groups, which are chaired by the Chief Constable, are developing an increasing focus upon performance.
- Within the force SDD (research and analysis section) there are five analysts and three researchers. All members of the team have responsibility for flagging up strategic risks and opportunities and inputting 'scan items' into the twice-monthly environmental research update.

Areas for Improvement

- The business management group has recently approved a policy for the production, review and maintenance of all force policies. This guidance refers to the need to assess the impact (including the bureaucratic consequences) that the policy will have.
- At the time of the inspection, the project management arrangements for the introduction of the Blueprint for Service Improvement were at an evolutionary stage. However, the force is aware of the need to ensure robust accountability mechanisms and arrangements are put in place to ensure the strategic aims are met.

7C Performance Management and Continuous Improvement

Good	Improved
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Strengths

- The DCC has the overall lead for force performance. The DCC holds each of the chief officers to account for delivery, both formally to the SCG and informally on a daily basis. The DCC is supported as the lead on corporate performance by SDD, which produces performance data to inform the SCG.
- The SCG determines the force's control strategy and chief officers take the lead in developing the necessary responses. In addition, the strategic priorities (identified by SDD and agreed by the SCG) are the basis for the APP and the three-year LSP. The PA (performance scrutiny and review committee) assesses, on a six-weekly basis, force performance against the targets set as part of the APP.
- The force reports to the PA (performance scrutiny and review committee) on a six-weekly basis with exception reports also being presented to the main PA.
- At an operational level, ASCU undertakes a robust review mechanism in respect of performance, and through that process offers advice and assistance in terms of underperformance. This is closely monitored by the ACC (O).
- At a corporate level, performance is reviewed by the SCG and performance risk analysis is undertaken by the force strategic analyst. The performance risks are then discussed by the group and appropriate corrective action is taken.
- The PDR system is fully integrated into the force selection process and staff provide their PDR at the application phase of the process. Similarly, the PDR system is an integral part of the special priority payment and competency-related threshold payment schemes.
- The corporate audit team agrees (on a risk-based assessment), via the SCG, a programme of thematic audits. The results of the audits are reported through the SCG and actioned in accordance with decisions taken by that group. The corporate audit team programme includes areas that have been identified as presenting risks to Merseyside Police.
- The ASCU has developed an internal performance inspection programme. Every three months, areas undergo performance review against the critical management issues identified by the ACC (O) at the beginning of the year. Current issues mirror the PPAF areas.
- After a full cycle of quarterly reviews, the ACC (O) visits each of the areas for the ACC area performance review meeting equipped with feedback and performance information. The meeting is attended by the area senior command team, including the personnel and finance managers.
- Performance data on key crime indicators at force and neighbourhood level is made available via email every weekday within an Excel document. It is also

available on a web-based system called Corvus (an automated system available 24/7).

- The Personal Performance Indicator (PPI) database is an effective management tool that equips both first-line supervisors and command teams with the information to reward good performance and challenge/address underperformance through the PDR process.
- The PA has recently recruited a performance manager and analyst to examine force performance. The PA performance team and members have access to iQuanta and have regular discussions with the force regarding force and BCU performance.
- BV scrutiny meetings take place every six weeks to discuss BV issues. The force now has dedicated staff to undertake review work and key specialists are involved throughout the process.
- The service improvement reviews are part of a 12–18-month programme published within the APP. This programme is informed by the force strategic assessment, reflecting its main priorities, and is flexible so that it can respond to identified risks and performance improvement needs.
- When complete, each review is followed by a debrief session to try to establish lessons learnt. In the past few months, the team has developed a stakeholder and communication matrix to assist in the decision-making process.

Areas for Improvement

- The SCG is undergoing further development into a more risk-based forum supported by an organisational risk register and risk manager.
- Work is currently ongoing to incorporate professionalising the investigative process into the PDR process.
- Development of performance measures for HQ departments is at various stages of development.
- Future area performance review meetings are also to be attended by senior CSIs, who are now being held more accountable for area performance.
- The force currently has a 'bright ideas' scheme (co-ordinated by SDD) which takes account of and rewards people for suggestions that will lead to improvements and learning. Consideration is being given to aligning the scheme more closely with the requirements to reduce bureaucracy across the force.
- The European Foundation for Quality Management is being evolved further to become an integral part of the quarterly and half-yearly performance inspection process, with a view to this becoming the standard application across the force.
- Performance management data is there, but increased use at all levels, together with skills development, are future developments.

- The PA is looking at ways of addressing the need to have greater member involvement at all stages of the BV process. This work is under way, with initial proposals to have two members dedicated to each review and who will attend all project boards and interim meetings. The specific roles and responsibilities are still being determined.

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Appendix 1: Performance Tables

1A: Fairness and Equality							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (SPI 3a)	N/A	47.5%	N/A	45.5%	4 out of 6	48.6%	23 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided (SPI 3a)	N/A	80.2%	N/A	70.7%	2 out of 6	71.5%	7 out of 37
% of white users very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	53.2%	N/A	58.4%	6 out of 6	56.8%	31 out of 37
% of users from BME groups very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	44.9%	N/A	46.6%	4 out of 6	44.1%	29 out of 37
Difference between very/completely satisfied rates (SPI 3b)	N/A	8.3 pts	N/A	11.7 pts	N/A	12.7 pts	N/A
% of white users satisfied with respect to the overall service provided (SPI 3b)	N/A	85.2%	N/A	80.8%	2 out of 6	78.0%	4 out of 37
% of users from BME groups satisfied with respect to the overall service provided (SPI 3b)	N/A	78.0%	N/A	74.9%	2 out of 6	71.2%	9 out of 37
Difference between satisfied rates (SPI 3b)	N/A	7.25 pts	N/A	5.85 pts	N/A	6.8 pts	N/A
% of PACE stop/searches of white persons which lead to arrest (SPI 3c)	*	*	*	*	*	*	*
% of PACE stop/searches of persons from BME groups which lead to arrest (SPI 3c)	*	*	*	*	*	*	*
Difference between PACE arrest rates (SPI 3c)	*	*	*	*	*	*	*
% detected violence against the person offences for victims from BME groups (SPI 3d)	N/A	*	N/A	30.9%	*	24.7%	*
% detected violence against the person offences for White victims (SPI 3d)	N/A	*	N/A	36.0%	*	34.6%	*
Difference in violence against the person detection rates. (SPI 3d)	N/A	*	N/A	5.1 pts	N/A	9.9 pts	N/A
Difference between PACE stop/searches per 1,000 white and per BME population	*	*	*	*	*	*	*
Racially or religiously aggravated offences per 1000 population	0.69	0.78	12.5 %	0.95	3 out of 6	0.70	34 out of 42
% detected racially or religiously aggravated offences	37.0%	42.3%	5.3 Pts	31.6%	1 out of 6	36.4%	21 out of 43

1B: Neighbourhood Policing and Community Engagement							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of people who think that their local police do a good job (SPI 2a)	N/A	48.3%	N/A	47.5%	3 out of 6	48.6%	22 out of 42

*This data was not available at the time of publication.

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1C: Customer Service and Accessibility							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to making contact with the police (SPI 1a)	N/A	56.6%	N/A	66.7%	6 out of 6	65.9%	35 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to action taken by the police (SPI 1b)	N/A	52.5%	N/A	55.9%	6 out of 6	54.9%	30 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to being kept informed of progress (SPI 1c)	N/A	39.9%	N/A	41.8%	4 out of 6	38.8%	19 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to their treatment by staff (SPI 1d)	N/A	62.5%	N/A	69.3%	6 out of 6	69.5%	33 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to the overall service provided (SPI 1e)	N/A	53.2%	N/A	57.3%	6 out of 6	55.6%	31 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to making contact with the police (SPI 1a)	N/A	93.1%	N/A	89.5%	2 out of 6	87.8%	3 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to action taken by the police (SPI 1b)	N/A	84.4%	N/A	78.0%	2 out of 6	75.4%	3 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to being kept informed of progress (SPI 1c)	N/A	69.3%	N/A	64.1%	2 out of 6	58.5%	5 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to their treatment by staff (SPI 1d)	N/A	92.3%	N/A	89.2%	2 out of 6	87.8%	5 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to the overall service provided (SPI 1e)	N/A	85.1%	N/A	80.3%	2 out of 6	77.3%	4 out of 37
% of people who think that their local police do good job (SPI 2a)	N/A	48.3%	N/A	47.5%	3 out of 6	48.6%	22 out of 42
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (SPI 3a)	N/A	47.5%	N/A	45.5%	4 out of 6	48.6%	23 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided (SPI 3a)	N/A	80.2%	N/A	70.7%	2 out of 6	71.5%	7 out of 37
% of PA buildings open to the public which are suitable for and accessible to disabled people	100.0%	100.0%	0 Pts	76.4%	1 out of 6	76.9%	1= out of 38

*This data was not available at the time of publication.

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2A: Reducing Hate Crime and Crimes Against Vulnerable Victims							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident (SPI 8a)	71.5%	*	*	70.3%	*	55.7%	*
% of partner-on-partner violence (SPI 8b)	72.9%	*	*	78.3%	-	74.1%	-
Racially or religiously aggravated offences per 1000 population	0.69	0.78	12.5 %	0.95	3 out of 6	0.70	34 out of 42
% detected racially or religiously aggravated offences	37.0%	42.3%	5.3 Pts	31.6%	1 out of 6	36.4%	21 out of 43

2B: Volume Crime Reduction							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) (SPI 4a)	6.2%	1.7%	-4.6 Pts	4.7%	1 out of 6	5.3%	2 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime (SPI 4b)	14.6%	13.2%	-1.4 Pts	19.1%	1 out of 6	17.9%	4 out of 42
Domestic Burglary per 1,000 households (SPI 5a)	22.35	19.18	-14.2 %	20.12	3 out of 6	14.40	36 out of 43
Violent crime per 1,000 population (SPI 5b)	22.05	27.70	25.7 %	24.51	6 out of 6	22.44	40 out of 42
Robberies per 1,000 population (SPI 5c)	1.72	1.59	-7.4 %	2.18	3 out of 6	1.68	36 out of 42
Vehicle crime per 1,000 population (SPI 5d)	19.33	17.04	-11.8 %	17.18	3 out of 6	13.99	34 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	1.64	1.75	6.8 %	1.02	6 out of 6	0.61	42 out of 42
Total recorded crime per 1000 population	124.01	125.23	1 %	120.20	4 out of 6	105.37	37 out of 42
Violent Crime committed by a stranger per 1,000 population	4.62	8.29	79.4 %	9.59	3 out of 5	9.87	22 out of 34
Violent Crime committed in a public place per 1,000 population	7.16	19.95	178.5 %	16.05	5 out of 5	13.86	32 out of 34
Violent Crime committed under the influence of intoxicating substances per 1,000 population	0.96	8.26	756.5 %	3.41	4 out of 5	4.16	30 out of 32
Violent crime committed in connection with licensed premises per 1,000 population	0.69	1.55	125.8 %	1.33	4 out of 5	1.44	20 out of 32
% of domestic burglaries where the property has been burgled in the previous 12 months	*	*	*	9.6%	*	8.3%	*

*This data was not available at the time of publication.

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2C: Working with Partners to Reduce Crime							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) (SPI 4a)	6.2%	1.7%	-4.6 Pts	4.7%	1 out of 6	5.3%	2 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime (SPI 4b)	14.6%	13.2%	-1.4 Pts	19.1%	1 out of 6	17.9%	4 out of 42
Domestic Burglary per 1,000 households (SPI 5a)	22.35	19.18	-14.2 %	20.12	3 out of 6	14.40	36 out of 43
Violent crime per 1,000 population (SPI 5b)	22.05	27.70	25.7 %	24.51	6 out of 6	22.44	40 out of 42
Robberies per 1,000 population (SPI 5c)	1.72	1.59	-7.4 %	2.18	3 out of 6	1.68	36 out of 42
Vehicle crime per 1,000 population (SPI 5d)	19.33	17.04	-11.8 %	17.18	3 out of 6	13.99	34 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	1.64	1.75	6.8 %	1.02	6 out of 6	0.61	42 out of 42
Total recorded crime per 1000 population	124.01	125.23	1 %	120.20	4 out of 6	105.37	37 out of 42

3A: Investigating Major and Serious Crime							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Life threatening crime and gun crime per 1,000 population (SPI 5e)	1.64	1.75	6.8 %	1.02	6 out of 6	0.61	42 out of 42
Number of abductions per 10,000 population	0.029	0.007	-75 %	0.016	5 out of 6	0.016	24 out of 42
% of abduction crimes detected	25.0%	100.0%	75 Pts	47.1%	2 out of 6	34.9%	2= out of 43
Number of attempted murders per 10,000 population	0.45	0.37	-17.7 %	0.25	5 out of 6	0.14	41 out of 42
% of attempted murder crimes detected	62.9%	72.5%	9.6 Pts	64.6%	4 out of 6	72.7%	29 out of 43
Number of blackmail per 10,000 population	0.198	0.32	63 %	0.26	5 out of 6	0.28	39 out of 42
% of blackmail crimes detected	48.1%	56.8%	8.7 Pts	33.3%	2 out of 6	26.2%	9 out of 43
Number of kidnappings per 10,000 population	1.085	0.68	-37.2 %	0.65	4 out of 6	0.53	38 out of 42
% of kidnapping crimes detected	44.6%	64.5%	19.9 Pts	47.4%	3 out of 6	44.3%	11 out of 43
Number of manslaughters per 10,000 population	0.044	0.029	-33.3 %	0.027	4 out of 6	0.025	26 out of 42
% of manslaughter crimes detected	33.3%	50.0%	16.7 Pts	78.6%	4= out of 6	119.2%	27= out of 43
Number of murders per 10,000 population	0.191	0.308	61.5 %	0.199	6 out of 6	0.138	42 out of 42
% of murder crimes detected	80.8%	76.2%	-4.6 Pts	88.0%	6 out of 6	94.5%	37 out of 43
Number of rapes per 10,000 population	2.81	2.74	-2.3 %	3.15	3 out of 6	2.65	29 out of 42
% of rape crimes detected	42.8%	35.3%	-7.5 Pts	27.5%	1 out of 6	29.5%	9 out of 43

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3B: Tackling Level 2 Criminality							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Violent crime per 1,000 population (SPI 5b)	22.05	27.70	25.7 %	24.51	6 out of 6	22.44	40 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	1.64	1.75	6.8 %	1.02	6 out of 6	0.61	42 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population (SPI 6c)	0.18	0.62	248.3 %	0.35	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine (SPI 6c)	24.3%	22.0%	-9.2 %	22.0%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin (SPI 6c)	52.7%	50.4%	-4.3 %	50.3%	N/A	43.7%	N/A
Number of joint operations between the force and NCS	2.00	*	*	*	N/A	3.94	N/A
Number of joint operations between the force and Revenue and Customs	3	5	66.7 %	8.2	N/A	6.78	N/A
No. of confiscation orders	125	102	-18.4 %	39.5	N/A	43.16	N/A
Total value of confiscation orders	£2,231,052	£2,157,536	-3.3 %	£536,663	N/A	£1,179,340	N/A
No. of forfeiture orders	10	5	-50 %	12.3	N/A	18.21	N/A
Forfeiture value	£3,878	£1,979	-49 %	£40,109	N/A	£79,822	N/A
Trafficking in controlled drugs per 1000 population	1.04	0.73	-29.8 %	0.54	6 out of 6	0.45	41 out of 42
% detected trafficking in controlled drugs offences	92.3%	90.7%	-1.6 Pts	88.5%	4 out of 6	91.7%	25 out of 43

3C: Investigating Hate Crime and Crime Against Vulnerable Victims							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident (SPI 8a)	71.5%	*	*	70.3%	*	55.7%	*
% of partner-on-partner violence (SPI 8b)	72.9%	*	*	78.3%	*	74.1%	*
Racially or religiously aggravated offences per 1000 population	0.69	0.78	12.5 %	0.95	3 out of 6	0.7	34 out of 42
% detected racially or religiously aggravated offences	37.0%	42.3%	5.3 Pts	31.6%	1 out of 6	36.4%	21 out of 43

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3D: Volume Crime Investigation							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% detected of vehicle crimes (SPI 7e)	10.4%	13.6%	3.2 Pts	10.1%	2 out of 6	10.1%	15 out of 43
% detected of violent crime (SPI 7c)	59.9%	64.5%	4.6 Pts	49.8%	1 out of 6	49.5%	8 out of 43
% detected of domestic burglaries (SPI 7b)	17.3%	21.1%	3.9 Pts	13.8%	1 out of 6	15.9%	12 out of 43
% detected of robberies (SPI 7d)	26.1%	27.0%	0.9 Pts	21.6%	2 out of 6	19.9%	18 out of 43
% of notifiable/recorded offences resulting in a charge, summons, caution or taken into consideration at court (SPI 7a)	20.5%	20.3%	-0.2 Pts	22.5%	5 out of 6	21.4%	36 out of 43
% total crime detected	26.6%	29.7%	3.1 Pts	24.9%	1 out of 6	25.7%	12 out of 43
% sanction detected of vehicle crimes	9.4%	10.6%	1.2 Pts	9.3%	3 out of 6	9.3%	23 out of 43
% sanction detected of violent crime	37.9%	30.3%	-7.6 Pts	39.4%	6 out of 6	34.3%	39 out of 43
% sanction detected of domestic burglaries	13.4%	13.3%	-0.1 Pts	12.2%	3 out of 6	14.3%	30 out of 43
% sanction detected of robberies	18.8%	16.1%	-2.8 Pts	19.7%	6 out of 6	17.2%	39 out of 43
% detected racially or religiously aggravated offences	37.0%	42.3%	5.3 Pts	31.6%	1 out of 6	36.4%	21 out of 43
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6a)	29156	33715	15.6 %	47658	N/A	27381	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6b)	17.9%	19.7%	1.9 Pts	22.6%	6 out of 6	20.7%	34 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population (SPI 6c)	0.18	0.62	248.3 %	0.35	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine (SPI 6c)	24.3%	22.0%	-9.2 %	22.0%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin (SPI 6c)	52.7%	50.4%	-4.3 %	50.3%	N/A	43.7%	N/A

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3E: Forensic Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Burglary Dwelling - % scenes examined	78.0%	75.8%	-2.2 Pts	83.4%	6 out of 6	85.4%	38 out of 42
Theft of motor vehicle (MV) - % scenes examined	44.0%	48.7%	4.7 Pts	44.0%	4 out of 6	40.1%	23 out of 42
% fingerprint recovery from burglary dwelling scenes examined	31.0%	25.1%	-5.9 Pts	27.0%	5 out of 6	32.1%	38 out of 42
% fingerprint recovery from theft of MV scenes examined	70.0%	48.3%	-21.7 Pts	47.0%	3 out of 6	48.9%	26 out of 42
% DNA recovery from burglary scenes examined	9.0%	10.7%	1.7 Pts	7.4%	1 out of 6	8.2%	14 out of 42
% DNA recovery from theft of MV scenes examined	21.0%	16.7%	-4.3 Pts	18.2%	3 out of 6	20.1%	26 out of 42
% fingerprint idents from recovery at burglary dwelling scenes	11.0%	13.1%	2.1 Pts	19.1%	6 out of 6	16.8%	34 out of 42
% DNA matches from recovery at burglary dwelling scenes	*	33.8%	N/A	38.9%	6 out of 6	35.5%	26 out of 42
% DNA matches from recovery at theft of MV scenes	*	44.6%	N/A	32.0%	2 out of 6	38.3%	11 out of 42
% fingerprint idents from recovery at theft of MV scenes	22.0%	24.1%	2.1 Pts	27.7%	5 out of 6	27.9%	27 out of 42
% conversion of fingerprint idents to primary detections	44.0%	29.7%	-14.3 Pts	42.0%	5 out of 6	45.3%	39 out of 41
% conversion of fingerprint idents to total detections (incl. secondary)	86.0%	92.5%	6.5 Pts	79.9%	3 out of 6	82.5%	17 out of 41
% DNA primary detections per match	41.0%	39.9%	-1.1 Pts	41.5%	5 out of 6	49.5%	37 out of 42
% DNA total detections per match (incl. secondary)	95.0%	132.9%	37.9 Pts	82.8%	1 out of 6	88.7%	6 out of 42

3F: Criminal Justice Processes							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6a)	29156	33715	15.6 %	47658.2	N/A	27380.9	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6b)	17.9%	19.7%	2 Pts	22.6%	6 out of 6	20.7%	34 out of 42
% of arrest summons entered onto the PNC in one day (target 90%)	45.7%	75.9%	30.2 Pts	83.0%	6 out of 6	82.0%	34 out of 43
% of court results entered onto the PNC in 10 days	42.8%	73.7%	30.8 Pts	61.6%	3 out of 6	54.5%	9 out of 43
Number of sanction detections	34,691	34,711	0.1 %	47,391.3	N/A	27,659.4	N/A
PYO's arrest to sentence within 71 day target (from COMPASS)	*	*	*	*	*	*	*
Prosecution Team performance measurement - using COMPASS data	*	*	*	*	*	*	*
Management and targeted execution of warrants (COMPASS)	*	*	*	*	*	*	*
Implementation of pre-charge advice and monitoring of 47(3) bail (COMPASS)	*	*	*	*	*	*	*

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4A: Reassurance							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
BCS Fear of Crime (% very worried about burglary) (SPI 10a)	13.3%	16.5%	3.1 Pts	14.1%	6 out of 6	11.3%	40 out of 42
BCS Fear of Crime (% high levels of worry about vehicle crime) (SPI 10a)	19.7%	21.6%	1.9 Pts	16.4%	6 out of 6	12.5%	42 out of 42
BCS Fear of Crime (% high levels of worry about violent crime) (SPI 10a)	15.9%	19.8%	3.9 Pts	19.0%	4 out of 6	15.1%	38 out of 42
BCS Feeling of Public Safety (% high levels of perceived disorder) (SPI 10b)	21.0%	18.0%	-3 Pts	17.9%	4 out of 6	15.8%	34 out of 42
% of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months.	*	42.7%	*	43.4%	2 out of 6	37.8%	24 out of 34
% of domestic burglaries where the property has been burgled in the previous 12 months	*	*	*	9.6%	*	8.3%	*

4B: Reducing Anti-Social Behaviour and Promoting Public Safety							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled (SPI 9a)	*	8.78	*	6.23	*	5.69	33 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.49	*	0.42	4 out of 5	0.51	15 out of 34

5A: Call Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
The local target time for answering 999 calls (secs)	10.	10.	0 %	12.5	N/A	11.1	N/A
Number of calls answered within local target time	257,294	309,874	20.4 %	338,630	N/A	254,988	N/A
% of 999 calls answered within locally set target time	72.9%	75.1%	2.2 Pts	85.9%	6 out of 6	87.3%	37 out of 39

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5B: Providing Specialist Operational Support							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Total number of operations involving the authorised deployment of Authorised Firearms Officers where the issue of a firearm was authorised	64	733	1045.3 %	803.0	N/A	378.5	N/A
Number of operations where the officers have not commenced operations before being stood down	1	3	200 %	36.8	N/A	22.5	N/A

5C: Roads Policing: Annual indicators							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled (SPI 9a)	*	8.78	*	*	5 out of 5	5.69	33 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.49	*	0.42	4 out of 5	0.51	15 out of 34

6A: Human Resource Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of working hours lost due to sickness by police officers (SPI 13a)	100.49	89.32	-11.1 %	74.56	4 out of 5	70.57	29 out of 37
Number of working hours lost due to sickness by police staff (SPI 13b)	93.69	80.95	-13.6 %	70.36	4 out of 5	63.72	32 out of 37
Medical retirements per 1,000 police officers	4.6	5.76	25.2 %	2.36	5 out of 5	2.9	33 out of 39
Medical retirements per 1,000 police staff	4.22	1.65	-61 %	2.05	3 out of 5	2.16	14 out of 39

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6C: Race and Diversity							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of police recruits from BME groups (SPI 12a)	3.6%	2.6%	-1 Pts	6.9%	N/A	3.9%	N/A
% of people from BME groups in the economically active population of the force area (SPI 12a)	N/A	2.7%	N/A	8.5%	N/A	8.0%	N/A
Ratio of BME groups resigning to all officer resignations (SPI 12b) (White officers: visible minority ethnic officers)	1: 1.17	1: 0.96	-17.9 %	1: 1.33	2 out of 4	1: 1.47	19 out of 37
% of female officers compared to overall force strength (SPI 12c)	17.4%	18.7%	1.3 Pts	22.2%	5 out of 6	21.2%	38 out of 42
% of female police staff compared to total police staff	63.3%	62.0%	-1.3 Pts	62.9%	4 out of 6	62.3%	25 out of 42
% of white police officer applicants appointed	16.1%	13.6%	-2.5 Pts	17.3%	N/A	26.9%	N/A
% of BME police officer applicants appointed	28.1%	9.9%	-18.2 Pts	15.0%	N/A	24.0%	N/A
Difference in % of applicants appointed	12	3.6	-840 Pts	2.3 pts	N/A	2.8 pts	N/A
% of female police officer applicants appointed	15.9%	13.4%	-2.5 Pts	20.7%	N/A	29.1%	N/A
% of male police officer applicants appointed	15.7%	12.1%	-3.6 Pts	15.0%	N/A	24.2%	N/A
Difference in % of applicants appointed	0.1	1.3	120 Pts	5.7 pts	N/A	4.9 pts	N/A
Difference between voluntary resignation rates of male and female officers	1: 3.2	1: 1.02	-68.3 %	1: 1.44	2 out of 5	1: 1.41	8 out of 39

6D: Resource Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of police officer time available for frontline policing (SPI 11a)	*	*	*	*	*	*	*
% of time spent on frontline duties (including crime prevention activities) by all police officers and staff (including CSOs)	*	*	*	*	*	*	*
% of police officer time spent on visible patrol	*	*	*	*	*	*	*
% of police officers in operational posts	88.5%	88.4%	-0.2 Pts	91.8%	5 out of 6	88.2%	33 out of 41
Total spending per police officer	£68,513.40	£67,964.34	-0.8 %	£60,739.87	N/A	£121,668.41	N/A
Total spending per 1,000 population	£207,344.18	£216,144.14	4.2 %	£185,167.48	N/A	£320,496.85	N/A

*This data was not available at the time of publication.

Appendix 2: Glossary of Terms and Abbreviations

ABC	activity-based costing
ACC	assistant chief constable
ACC (AO)	assistant chief constable (area operations)
ACC (O)	assistant chief constable (operations)
ACC (OS)	assistant chief constable (operational support)
ACC (P)	assistant chief constable (personnel)
ACPC	area child protection committee
ACPO	Association of Chief Police Officers
ANPR	automatic number plate recognition
APP	annual policing plan
ASB	anti-social behaviour
ASCU	area support and co-ordination unit
BCS	British Crime Survey
BCU	basic command unit
BME	black and minority ethnic
BPA	Black Police Association
BVR	Best Value Review
CDRP	Crime and Disorder Reduction Partnership
CID	Criminal Investigation Department
CJU	criminal justice unit
COG	chief officer group
COMPASS	a national information technology system for tracking, managing and recording caseload information

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CPS	Crown Prosecution Service
CSI	crime scene investigator
CTP	costed training plan
DCC	deputy chief constable
DDA	Disability Discrimination Act
DNA	deoxyribonucleic acid
DV	domestic violence
GLSN	Gay and Lesbian Support Network
GONW	Government Office for the North West
H&S	health and safety
HMIC	Her Majesty's Inspectorate of Constabulary
HMRC	Her Majesty's Revenue & Customs
HQ	headquarters
HR	human resource
IAG	independent advisory group
liP	Investors in People
iQuanta	a web-based tool for policing performance information and analysis, developed by the Police Standards Unit (PSU) of the Home Office
IPF	Institute of Public Finance
IS/IT	information services / information technology
ISB	information security bureau
JAG	joint agency group
Level 2 Criminality	criminal activity that takes place on a cross-boundary basis
LSP	local strategic partnership

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MAPPA	multi-agency police protection arrangements
MCJB	Merseyside criminal justice board
MD&T	management development and training
MIRSAP	major incident room standardised administrative procedures
MIT	major incident team
MSF	most similar force(s)
MV	motor vehicle
NAFIS	National Automated Fingerprint Identification System
NCIS	National Criminal Intelligence Service
NCRS	National Crime Recording Standard
NCS	National Crime Squad
NIM	National Intelligence Model
Osman	Osman v UK (1999) 1 FLR 193, where the court established that in certain circumstances the state has a positive obligation to take preventive measures to protect an individual who is at risk from the criminal activities of others
PA	police authority
PACE	Police and Criminal Evidence Act
PCSO	police community support officer
PDR	performance development review
PNC	Police National Computer
POCA	Proceeds of Crime Act 2004
PPAF	police performance assessment framework
PPU	public protection unit
PYO	persistent young offender

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QA	quality assurance
RES	race equality scheme
RTC	road traffic collision
Sanction Detections	offences that are detected by way of charge, summons, caution, fixed penalty for disorder or offences admitted on a signed 'taken into consideration' schedule
SCG	strategic co-ordination group
SDD	strategic development department
SGC	specific grading criteria
SIO	senior investigating officer
SMART	specific, measurable, achievable, realistic, timely
SPI	statutory performance indicators (SPIs) are used to monitor key aspects of police performance and form a critical component of performance assessments. SPIs are set each year following consultation with partners in line with powers under the Local Government Act 1999. SPIs are also known as 'best value performance indicators'
TCG	tasking and co-ordination group
TMG	training management group
UKIS	UK Immigration Service
Volume Crime	not a technical term but normally refers to high incidence vehicle crime, burglary and in some areas robbery
VOSA	Vehicle and Operator Services Agency