

Her Majesty's Inspectorate of Constabulary



HMIC Inspection Report
Nottinghamshire Police
Neighbourhood Policing
Developing Citizen Focus Policing

September 2008



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Introduction to HMIC Inspections

For a century and a half, Her Majesty's Inspectorate of Constabulary (HMIC) has been charged with examining and improving the efficiency of the police service in England and Wales, with the first HM Inspectors (HMIs) being appointed under the provisions of the County and Borough Police Act 1856. In 1962, the Royal Commission on the Police formally acknowledged HMIC's contribution to policing.

HMIs are appointed by the Crown on the recommendation of the Home Secretary and report to HM Chief Inspector of Constabulary, who is the Home Secretary's principal professional policing adviser and is independent of both the Home Office and the police service. HMIC's principal statutory duties are set out in the Police Act 1996. For more information, please visit HMIC's website at <http://inspectors.homeoffice.gov.uk/hmic/>.

In 2006, HMIC conducted a broad assessment of all 43 Home Office police forces in England and Wales, examining 23 areas of activity. This baseline assessment had followed a similar process in 2005, and thus created a rich evidence base of strengths and weaknesses across the country. However, it is now necessary for HMIC to focus its inspection effort on those areas of policing that are not data-rich and where qualitative assessment is the only feasible way of judging both current performance and the prospects for improvement. This, together with the critical factor that HMIC should concentrate its scrutiny on high-risk areas of policing – in terms of risk both to the public and to the service's reputation – pointed inexorably to a focus on what are known collectively as 'protective services'. In addition, there is a need to apply professional judgement to some key aspects of leadership and governance, where some quantitative measures exist but a more rounded assessment is appropriate.

Having reached this view internally, HMIC consulted key stakeholders, including the Home Office, the Association of Chief Police Officers (ACPO) and the Association of Police Authorities (APA). A consensus emerged that HMIC could add greater value by undertaking more probing inspections of fewer topics. Stakeholders concurred with the emphasis on protective services but requested that Neighbourhood Policing remain a priority for inspection until there is evidence that it has been embedded in everyday police work.

HMIC uses a rigorous and transparent methodology to conduct its inspections and reach conclusions and judgements. All evidence is gathered, verified and then assessed against specific grading criteria (SGC) drawn from an agreed set of national (ACPO-developed) standards. However, the main purpose of inspection is not to make judgements but to drive improvements in policing. Both professional and lay readers are urged, therefore, to focus not on the headline grades but on the opportunities for improvement identified within the text of this report.

HMIC Business Plan for 2008/09

HMIC's business plan (available at <http://inspectors.homeoffice.gov.uk/hmic/our-work/business-plan/>) reflects our continued focus on:

- protective services – including the management of public order, civil contingencies and critical incidents as phase 3 of the programme in autumn 2008/spring 2009;
- counter-terrorism – including all elements of the national CONTEST strategy;

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- strategic services – such as information management and professional standards; and
- the embedding of Neighbourhood Policing.

HMIC's priorities for the coming year are set in the context of the wide range of strategic challenges that face both the police service and HMIC, including the need to increase service delivery against a backdrop of reduced resources. With this in mind, the business plan for 2008/09 includes for the first time a 'value for money' plan that relates to the current Comprehensive Spending Review period (2008–11).

Our intention is to move to a default position where we do not routinely carry out all-force inspections, except in exceptional circumstances; we expect to use a greater degree of risk assessment to target activity on those issues and areas where the most severe vulnerabilities exist, where most improvement is required or where the greatest benefit to the service can be gained through the identification of best practice.

The recent Green Paper on policing – *From the Neighbourhood to the National: Policing our Communities Together* – proposes major changes to the role of HMIC. We are currently working through the implications to chart a way forward, and it will not be until the late Autumn when we are able to communicate how this will impact on the future approach and inspection plans. In the meantime, we have now commenced work covering the areas of critical incident management, public order and civil contingencies/emergency planning – which will conclude in early 2009. In consultation with ACPO portfolio holders and a range of relevant bodies (such as the Cabinet Office in respect of civil contingency work) we have conducted an assessment of risk, threat and demand and, based on this, we will focus on those forces where we can add most value. We will also commence a series of police authority inspections in April 2009, which will follow a pilot process from November 2008 through to January 2009.

Programmed Frameworks

During phase 2 of HMIC's inspection programme, we examined force responses to major crime, serious and organised crime, Neighbourhood Policing and Developing Citizen Focus Policing in each of the 43 forces of England and Wales.

This document includes the full graded report for the Neighbourhood Policing inspection and Developing Citizen Focus Policing inspection.

Neighbourhood Policing

The public expect and require a safe and secure society, and it is the role of the police, in partnership, to ensure provision of such a society. The HMIC inspection of Neighbourhood Policing implementation assesses the impact on neighbourhoods together with identified developments for the future.

The piloting of the National Reassurance Policing Programme (NRPP) between April 2003 and 2005 led to the Neighbourhood Policing programme launch by ACPO in April 2005.

There has been considerable commitment and dedication from key partners, from those in neighbourhood teams and across communities to deliver Neighbourhood Policing in every area. This includes over £1,000 million of government investment (2003–09), although funding provision beyond 2009 is unclear.

The NRPP evaluation highlighted three key activities for successful Neighbourhood Policing, namely:

- the consistent presence of dedicated neighbourhood teams capable of working in the community to establish and maintain control;
- intelligence-led identification of community concerns with prompt, effective, targeted action against those concerns; and
- joint action and problem solving with the community and other local partners, improving the local environment and quality of life.

To date, the Neighbourhood Policing programme has recruited over 16,000 police community support officers (PCSOs), who, together with 13,000 constables and sergeants, are dedicated by forces to 3,600 neighbourhood teams across England and Wales.

This report further supports Sir Ronnie Flanagan's *Review of Policing* (2008), which considers that community safety must be at the heart of local partnership working, bringing together different agencies in a wider neighbourhood management approach.

Developing Citizen Focus Policing

Citizen Focus policing is about developing a culture where the needs and priorities of the citizen are understood by staff and are always taken into account when designing and delivering policing services.

Sir Ronnie Flanagan's *Review of Policing* emphasised the importance of focusing on the treatment of individuals during existing processes: this is one of the key determinants of satisfaction.

A sustained commitment to quality and customer need is essential to enhance satisfaction and confidence in policing, and to build trust and further opportunities for active engagement with individuals, thereby building safer and more secure communities.

This HMIC inspection of Developing Citizen Focus Policing is the first overall inspection of this agenda and provides a baseline for future progress. One of the key aims of the inspection was to identify those forces that are showing innovation in their approach, to share effective practice and emerging learning. A key challenge for the service is to drive effective practice more widely and consistently, thereby improving the experience for people in different areas.

Latest data reveals that, nationally, there have been improvements in satisfaction with the overall service provided. However, the potential exists to further enhance customer experience and the prospect of victims and other users of the policing service reporting consistently higher satisfaction levels. All the indications show that sustained effort is required over a period of years to deliver the highest levels of satisfaction; this inspection provides an insight into the key aspects to be addressed. It is published in the context of the recent Green Paper *From the Neighbourhood to the National – Policing our Communities Together* and other reports, which all highlight the priorities of being accountable and responsive to local people. The longer-term investment in Neighbourhood Policing and the benefits of Neighbourhood Management have provided an evidence base for the broad Citizen Focus agenda.

Statutory Performance Indicators and Key Diagnostic Indicators

In addition to the inspection of forces, HMIC has drawn on published data in the Policing Performance Assessment Frameworks (PPAFs) published between March 2005 and March 2008 as an indicator of outcomes for both Neighbourhood Policing and Developing Citizen Focus Policing.

The statutory performance indicators (SPIs) and key diagnostic indicator (KDI) that are most appropriate to indicate outcomes for the public and are used to inform this inspection are set out below:

Neighbourhood Policing

- SPI 2a – the percentage of people who think that their local police do a good or excellent job.
- KDI – the percentage of people who ‘agree local police are dealing with anti-social behaviour and crime that matter in this area’.
- SPI 10b – the percentage of people who think there is a high level of anti-social behaviour in their area.

Developing Citizen Focus Policing

- SPI 1e – satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with the overall service provided by the police.
- SPI 3b – a comparison of satisfaction rates for white users with those for users from minority ethnic groups with the overall service provided.

Forces are assessed in terms of their performance compared with the average for their most similar forces (MSF) and whether any difference is statistically significant. Statistical significance can be explained in lay terms as follows: ‘The difference in performance between the force and the average for its MSF is unlikely to have occurred by chance.’ A more detailed description of how statistical significance has been used is included in Appendix 3 at the end of this report.

Developing Practice

In addition to assessing force performance, one of HMIC’s key roles is to identify and share good practice across the police service. Much good practice is identified as HMIC conducts its assessments and is reflected (described as a ‘strength’) in the body of the report. In addition, each force is given the opportunity to submit more detailed examples of its good practice. HMIC has therefore, in some reports, selected suitable examples and included them in the report. The key criteria for each example are that the work has been evaluated by the force and the good practice is easily transferable to other forces; each force has provided a contact name and telephone number or email address, should further information be required. HMIC has not conducted any independent evaluation of the examples of good practice provided.

The Grading Process

HMIC has moved to a new grading system based on the national standards; forces will be deemed to be meeting the standard, exceeding the standard or failing to meet the standard.

Meeting the standard

HMIC uses the standards agreed with key stakeholders including ACPO, the National Policing Improvement Agency (NPIA) and the Home Office as the basis for SGC. The standards for Neighbourhood Policing and Developing Citizen Focus Policing are set out in those sections of this report, together with definitions for exceeding the standard and failing to meet the standard.

Force Overview and Context

Nottinghamshire Police has:

- 4 basic command units (BCUs);
- 203 Neighbourhood Policing teams (NPTs);
- 199 officers dedicated to Neighbourhood Policing; and
- 259 PCSOs dedicated to Neighbourhood Policing.

The force is a member of 5 crime and disorder reduction partnerships (CDRPs) that cover the force area.

Geographical description of force area

Nottinghamshire is a medium-sized shire county in the East Midlands covering an area of 2,085 square kilometres (805 square miles), with a population of 1,034,739 in some 433,974 households. The largest conurbation in the force area is the city of Nottingham. Other main towns are Mansfield, Kirkby-in-Ashfield, Sutton-in-Ashfield, Newark-on-Trent, Worksop and Retford.

The county has a diverse local economy featuring well-known companies in the fields of healthcare, pharmaceuticals, engineering, textiles and professional services, as well as several government bodies including Her Majesty's Revenue and Customs (HMRC) and the Driving Standards Agency.

Demographic profile of force area

Within the county there are large black and minority ethnic (BME) communities, principally Indian, Pakistani, Bangladeshi and Afro-Caribbean, mainly situated within the city of Nottingham area. There is a growing Polish community in the county, especially in Nottingham and Mansfield. A population profile of the county shows that, as has been the case for a number of years, all the county's districts and boroughs have very similar population totals and age group percentages, with the exception of a large number of very young people in Ashfield and a large percentage of school-aged children and young adults in Mansfield. Unemployment statistics show that the county rate has reduced significantly over the last few years and is now below the regional and national levels.

The force headquarters (HQ) is located just north of Nottingham. The force consists of 2,371 police officers, 1,420 police staff, 357 special constables and 259 police community support officers (PCSOs). The force's revenue budget for 2008/09 was £186.9 million.

Structure of the force

The force is split into four basic command units (BCUs), which are supported by thirteen specialist and supporting departments. The BCUs are:

- Mansfield and Ashfield;
- Bassetlaw, Newark and Sherwood;
- Nottingham city; and
- South Nottinghamshire.

These are known respectively as 'A' division, 'B' division, 'C' division (often referred to as 'city division') and 'D' division. Each is commanded by a chief superintendent, supported by a superintendent (four superintendents in the case of C division), a chief inspector (operations) (C division has four chief inspectors, and D division has an extra chief inspector responsible for Neighbourhood Policing), and a detective chief inspector (C division has three detective chief inspectors).

A division is subdivided into four local area commands (LACs), B division into four LACs, and D division into six LACs. C division is subdivided into two operational units (north and south), each headed by a superintendent, and the BCU has six LACs.

The specialist and supporting departments are:

- community, youth and race relations;
- corporate development;
- criminal justice;
- demand management (control rooms);
- force crime directorate;
- force intelligence directorate;
- human resources (HR);
- HQ;
- information directorate;
- learning and development;
- operational support;
- professional standards; and
- scientific support.

In addition, the force also receives support from outside law enforcement agencies, for example the Serious Organised Crime Agency, HMRC and the Border and Immigration Agency.

HR and business managers on each BCU provide professional support to the local management team. The two HQ divisions, operations and support, are also supported by HR and business managers.

The current chief officer team consists of a Chief Constable, a deputy chief constable (DCC), the assistant chief constable (ACC) (crime), the ACC (operational support), the director of finance and corporate services, the director of information and network services and the director of HR. The Chief Constable, Julia Hodson, has been in post since July 2008. The police authority (PA) chair, John Clarke, has held this office since 2000.

There has been a substantial redirection of resources from force HQ to BCUs and a radical change in the policing model and ethos. The policing style within the force changed significantly with an internal reorganisation in April 2002. The force restructured from five to four BCUs, giving coterminosity with local authority boundaries and crime and disorder reduction partnerships (CDRPs).

Strategic priorities

The PA and the force have developed the 'Policing for You' vision, which clearly outlines how the services the force delivers will be focused to meet the needs and expectations of the communities of Nottinghamshire.

The vision has been developed from the successful work on 'A Safer Nottinghamshire for All'. The new vision statement is as follows:

“Policing for you’ – working in partnership to protect and reassure through a visible and accessible service that is flexible and responsive to community and individual needs.”

Five new strategic aims that mirror the delivery of the key areas of the vision are as follows:

- 1. Partnership working:** Working together with all our partners to improve our services to communities.
- 2. Protection and reassurance:** Reducing the threat of crime, the risks posed by offenders and criminal groups, thereby reducing harm to the public.
- 3. Visibility and accessibility:** Providing local policing that is more visible and accessible to meet the needs of our communities.
- 4. Flexibility and responsiveness:** Providing a truly flexible policing service that understands the needs of our communities and adapts the service to meet those needs.
- 5. Community and individual needs:** Listening, through effective community engagement, to ensure our services meet local and individual priorities.

The supporting 'Policing for You' workstreams are:

- people and culture;
- leadership;
- demand management and quality of service;
- protective services and partnerships;
- best use of resources; and
- information.

The public commitment is:

- to provide a service that we are proud to deliver;
- to deliver the service that you expect;
- to deliver a service that understands you as an individual and your circumstances;
- to make the best use of our people and our resources; and
- together, all be responsible and accountable for delivering our commitment.

There is also a leadership commitment to officers and staff, which states that “Leaders at all levels will be visible and will:

- listen to and understand the issues that affect your work;
- leave you in no doubt as to what is important;
- recognise and appreciate where you 'go the extra mile'; and
- ensure the best use of your time.”

Strategic aims

Partnership working

“Working together with all our partners to improve our services to communities.”

Objectives

To achieve this strategic aim the force will work to:

- create further opportunities to improve services to our communities and secure delivery of our vision;
- deliver quality services in line with locally shared priorities;
- support our partnership priorities;
- engage with young people and their families to identify those most vulnerable and in need of partnership support;
- improve our processes and procedures to support vulnerable members of the community who may cause or may be affected by disproportionate levels of crime or anti-social behaviour (ASB);
- improve offender management opportunities to minimise the levels of risk and harm posed to the public;
- increase our protective services opportunities through collaboration and working across our divisions;
- continue working with criminal justice partners to bring about timely and effective resolutions of cases; and
- improve our organisational learning capacity to share best practice within the force, regionally and nationally.

Milestones to be achieved 2008–13

The milestones are:

- to establish a strategic partnership board and implement a work programme;
- to deliver improved services that are more accessible, visible and co-ordinated;
- to provide bespoke services that meet the needs and aspirations of the force’s communities;
- to engage in collaborative working with CDRPs to develop partnership strategic impact assessments;
- to achieve local accountability through engagement and consultation; and
- to put in place a delivery plan to implement and monitor the recommendations from the partnership support programme.

Lead outcome measures

Measures are:

- confidence and satisfaction;
- reduction in ASB;
- shared resource availability;
- progress against local area agreement (LAA) targets and local priority measures; and
- reduction in reported crimes the success of partnership problem solving.

Protection and reassurance

“Reducing the threat of crime, the risks posed by offenders and criminal groups, thereby reducing harm to the public.”

Objectives

To achieve this strategic aim the force will work to:

- reduce and successfully investigate crime, particularly those offences that are of concern to the public;
- manage risk, reducing service gaps, building capacity and capability through collaboration and effective use of resources;
- continuously improve service quality provided to victims and witnesses, recognising their individual needs;
- base all aspects of our operations on the principles of minimising threat of harm and risk to communities;
- improve our processes and procedures to support vulnerable people and families;
- develop a deployment model that enables options to be considered between resources deployed on prevention and enforcement activities;
- maximise all opportunities to undertake operations to detect and disrupt serious crime and organised crime groups;
- maximise all counter-terrorism opportunities;
- develop knowledge and understanding of organised crime networks;
- protect the organisation against corruption;
- develop objective and effective processes to enable decision making in respect of competing demands at all levels of the organisation; and
- promote public safety.

Milestones to be achieved 2008–13

The milestones are:

- to improve services to witnesses and victims of crime through the witness and victim experience surveys;
- to meet the BS25999 standard for business continuity; and
- to meet the protective services threshold standards.

Lead outcome measures

Measures are:

- confidence and satisfaction;
- protective services threshold standards;
- reduction in crime and increase in the number of offences brought to justice;
- progress against LAA targets; and
- contribution to the reduction in the fear of crime.

Visibility and accessibility

“Providing local policing that is more visible and accessible to meet the needs of our communities.”

Objectives

To achieve this strategic aim the force will work to:

- ensure that safer neighbourhood teams (SNTs) tackle the priorities raised by local communities;
- develop an effective marketing strategy that promotes the 'Policing for you' vision;
- continually improve the time and productivity of operational officers and staff spent out of stations;
- maximise opportunities for co-locating front-line services in premises with partner agencies;
- improve service quality through active engagement with those who experience our services;
- continuously improve efficiency and productivity planning for all our services; and
- manage demand, ensuring that our resources are effectively deployed.

Milestones to be achieved 2008–13

The milestones are:

- to carry out efficiency and productivity planning;
- to deliver the demand management and quality of service workstream effectively;
- to ensure that the budget planning cycle fully supports operational activity; and
- to make the best use of activity analysis to maximise front-line policing.

Lead outcome measures

Measures are:

- confidence and satisfaction;
- improved public profile of policing in Nottinghamshire;
- improved efficiency and productivity of services; and
- promotion of safety within communities.

Flexibility and responsiveness

"Providing a truly flexible policing service that understands the needs of our communities and adapts the service to meet those needs."

Objectives

To achieve this strategic aim the force will work to:

- continue to improve and sustain all aspects of service quality internally and externally;
- maximise all resources available to deliver the principle of 'same day service';
- maximise environmental scanning functions to signal in advance issues that impact on the force's medium and long-term service delivery;
- develop an evidence-based framework to evaluate operations and business processes, demonstrating performance benefits and highlighting efficiencies;
- have a planned programme to review key processes and procedures to maximise effectiveness and efficiency;
- maximise through the performance development review (PDR) process the concepts of a learning organisation, enabling the continuous development of staff so that performance improvement is planned and sustained;

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- maximise benefits realisation management, enabling options to be considered about the redistribution of resources across the organisation in order to meet new demand;
- continually support innovative ways of working to improve service delivery;
- continuously support and develop a flexible and skilled workforce;
- improve access to services;
- respond to community engagement and consultation to determine local priorities;
- embed business continuity into the culture of the organisation; and
- further develop our strategic intelligence assessment process to take a more rounded view of the organisation.

Milestones to be achieved 2008–13

The milestones are:

- to implement the leadership and culture workstream;
- to deliver the demand management and quality of service workstream effectively;
- to develop a business continuity management culture; and
- to develop processes to ensure effective knowledge management and organisational learning.

Lead outcome measures

Measures are:

- public confidence and satisfaction;
- performance against PA targets; and
- meeting of LAA targets.

Community and individual needs

“Listening, through effective community engagement, to ensure our services meet local and individual priorities.”

To achieve this strategic aim the force will:

- undertake quality community engagement and consultation to set local priorities that meet the needs and expectations of our communities;
- continually deliver and improve effective SNTs and improve the confidence of the local communities;
- support the development of the leadership styles required to deliver 21st-century policing at all levels of the organisation;
- encourage staff to be innovative and develop the organisation;
- provide improved support for victims and witnesses;
- deliver the people management strategy;
- leadership to ensure improved first-line supervisors;
- develop and implement the workforce modernisation agenda;
- improve communication and marketing throughout the organisation and with our communities; and
- ensure that we have the right people, doing the right things, at the right time with the right skills and equipment.

Milestones to be achieved 2008–13

The milestones are:

- to ensure that SNTs are responding to local priorities;

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- to deliver the joint PA and force engagement and consultation strategy and action plan;
- to deliver the people strategy;
- to deliver the activities in the equalities action plan;
- to conduct a cultural audit and a staff perception survey; and
- to promote the full use of discretion by our operational supervisors.

Lead outcome measures

Measures are:

- public confidence and satisfaction;
- equality and diversity indicators; and
- internal culture change to support the delivery of the vision.

Force developments since 2006

The force has developed an action plan to address the areas for improvement identified in phase 1 of inspection activity. This action plan is subject to quarterly updating of developments and is monitored by the Chief Constable and the PA prior to discussion with HMIC.

Collaboration (strategic partnerships)

The East Midlands special operations unit (EMSOU), set up to tackle serious and organised crime in the East Midlands, is one example of collaboration. Another is the joint air support unit serving Nottinghamshire and Derbyshire. Chief Constables and the chairs of PAs from Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire are committed to working together to improve efficiency and performance in the future. Collaboration will achieve improved levels of service from within existing resources and/or similar levels of service at reduced cost, while retaining local police forces and local accountability.

Following the HMIC report *Closing the Gap*, the five East Midlands forces and their PAs considered how best to identify and address gaps within protective services (serious and organised crime, major crime, strategic roads policing, civil contingencies, critical incidents and public order). New emphasis was placed on working collaboratively after the Home Office withdrew its 2005 plans to merge police forces.

The five police forces individually and collectively identified those areas where there is the greatest need to increase capacity and capability to address protective services gaps. This assessment drew on local, regional and national data and will be updated periodically. The areas with the most urgent need for improvements across more than one force are the priorities for a regional programme and for significant progress by 2009.

The regional protective services work programme covers:

- witness protection;
- high-tech crime;
- making best use of police officers with specialist operational skills;
- improving the ability to tackle cross-regional and national criminality impacting on the region;
- domestic abuse;
- live and cold case reviews;
- technical support to police operations; and
- surveillance support teams.

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Parallel work conducted with support from consultants identified opportunities for greater productivity.

Regional productivity projects include:

- tape summarising;
- forensics and identification;
- managing demand;
- authorisation for specialised surveillance;
- managing resources;
- mobile data;
- prisoner processing and file preparation workforce modernisation; and
- alignment of policy and procedure across forces.

A collaboration programme team manages the programme of regional work. The team will cost £1.13 million in 2008/09 and £1.2 million in 2009/10. It is funded jointly by the five police forces. Projects are led by chief officers from around the region. The programme is overseen by a collaboration board, comprising the Chief Constables and the chairs and members of PAs. This board meets approximately every six weeks and provides the detailed management of the programme. There is further oversight of the work through the East Midlands joint PAs committee, which meets quarterly in public. Detailed information about the programme of regional collaboration on protective services and productivity, including work beyond 2008/09, is set out in the East Midlands regional collaboration plan.

Neighbourhood Policing

2007/08 Neighbourhood Policing Summary of judgement	Meeting the standard
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Meeting the standard

Following the moderation process, Nottinghamshire Police was assessed as meeting the standard. Neighbourhood policing has been implemented to a consistent standard across the force.

Neighbourhoods are appropriately staffed (coverage).

Summary statement

The force is deploying across all its BCUs – the right people in the right place at the right times, to ensure its neighbourhoods are appropriately staffed.

Strengths

- There are 202 SNTs operating across Nottinghamshire. This is a high proportion for the geographical area compared with other forces both nationally and regionally. The rationale for the force was to keep the neighbourhoods small to ensure that they embrace the term 'local'.
- The boundaries are clearly defined and were established in consultation with Nottinghamshire county and city councils. The boundaries are coterminous with council wards and encompass the CDRP areas. There has been a complete review of neighbourhood boundaries across the force. This included consultation with partners where it had been agreed that any neighbourhood should be made up of around 4,000–5,000 people per area. This led to the reconfiguration of a small number of neighbourhoods and was taken into account with the redrafting of the abstraction policy.
- Contact details for beat managers across the force area can be found on the force internet site. The site has a postcode search facility for members of the public to identify the SNT and their contact details. SNT staff have been named in local newspapers, along with their contact numbers, and local media have been provided with packs that contain all SNT details for the city division. Posters are supplied and displayed in businesses, shops and at police station counters. 'Engaging newsletters' are sent out monthly to partners and independent advisory group (IAG) members.
- The force has 259 PCSOs (June 2008). Owing to the reduction in numbers from the initial figures, it has reviewed its abstraction policy and introduced cluster arrangements, which enable safer neighbourhood officers to work across the boundaries of adjacent beats.
- The force recruits PCSOs on a quarterly basis in order to deliver batch training of approximately 10–15 cohorts per batch. This level of recruitment maintains the PCSO establishment at the required level. The force has approximately 10%

wastage of PCSOs, of whom approximately 50% leave to becoming regular officers. In relation to beat managers, the average tenure is monitored monthly and is currently running at approx 850 days.

- All special constables are assigned to neighbourhood teams and there is an expectation that officers will perform the majority of their duties against neighbourhood priorities in support of SNTs.
- All SNT members operate from appropriate accommodation and are supplied with all the equipment they need to fulfil their role. In the city and other divisions, the accommodation is shared with partner agencies to facilitate joint problem solving.
- The force has developed a clear abstraction policy which has recently been amended to incorporate cluster arrangements of SNTs. This allows safer neighbourhood officers and PCSOs to move between neighbourhoods within the cluster and not be subject to abstraction as a result. The clusters remain small and are made up of between two and five neighbourhoods.
- An abstraction is defined as ‘an abstraction of a safer neighbourhood officer that will include anything other than a tour of duty on their cluster of neighbourhoods performing their primary role when on operational duty’. There is a target of 90% availability set in a strategy abstraction, which does not include periods of sickness, annual leave, training and court attendance. The strategy is reviewed every six months. The force is currently meeting its abstraction targets.
- Abstraction is monitored as part of the divisional performance review and features in the 2008/09 corporate performance framework.
- There is a documented patrol strategy which shows how reassurance patrol plans are created for each beat. These reflect the needs of communities which are identified in the community profiles, and which exist for each safer neighbourhood.
- A corporate model is utilised for safer neighbourhood profiles with all beat profiles having been completed to the standard, and includes local priorities identified through community forums.
- The force has provided inputs from specialist departments where additional training is needed to provide an enhanced service in particular communities. For example, in the university neighbourhood, special branch (SB) provides briefings and training to staff to identify potential radicalisation issues.
- There exists a deliberate posting policy to ensure visible ethnic minorities are sent to conurbations. At present 4% of the PCSOs are from such minority groups.
- Dedicated trainers deliver a six-week PCSO course for new recruits. The training courses run quarterly in line with predictions for recruitment. The force also has a five-day SNT course which is based on the National Policing Improvement Agency (NPIA) modular training for existing staff. This is delivered centrally and is for members of SNTs. Both the modular and initial training include joint problem-solving techniques to ensure that safer neighbourhood staff are able to identify, prioritise and undertake joint problem solving with partners and communities.
- Members of the special constabulary also receive safer neighbourhood training (they can attend team training if work commitments allow), which includes problem-solving training for use in communities and with partner agencies.

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- The force establishment document reflects the supervision rates, excluding members of the special constabulary. On current establishment ratios for sergeants to team members are as follows:

BCU

A	1:16
B	1:12
C	1:13
D	1:12

- Staff indicated that these ratios were at a manageable level. Sergeants were seen as maintaining a positive supportive role and were actively contributing to the way neighbourhood priorities were being responded to by providing advice and guidance.
- Traditional and generic patterns of reinforcement of good work such as verbal thanks from first and second line managers as well as formal comments within assessment PDR formats were seen. The force conducts awarding performance excellence (APEX) awards, which celebrate achievement, outstanding performance and excellent service by front-line staff. The awards are sponsored by Center Parcs. Each recipient receives a day's admission for six people to Center Parcs Holiday Village in Sherwood Forest, Nottingham. This includes an award that is presented to the individual who consistently demonstrates a personal commitment to the success of policing neighbourhoods. There is also an award to the individual who provides high quality service to the public that enhances the reputation of Nottinghamshire Police.

Work in progress

- The force has attempted to recruit from new minority populations such as the Polish community, but language problems are seen as posing too much of a barrier. There has been some recruitment of special constabulary officers through the university community.
- The force is working to increase the percentage of ethnic minority staff through recruitment activities in minority communities during planned 'Days of Action', where police and partners specifically aim to reduce crime and disorder as well as improve the environment in a given locality.
- The ACC (territorial) has tasked the Neighbourhood Policing project team to create a simpler way to record and track abstractions as an audit has found some staff recording abstractions inaccurately. The new mechanism will enable performance in this area to be monitored more closely.

Effective community engagement is taking place. Representative communities are being routinely consulted and are identifying local priorities and receiving feedback.

Summary statement

Most neighbourhoods in the force area are actively engaging with their local police and its partners.

Strengths

- There is a strong pattern of community networking by the neighbourhood teams to reach people in the county and ensure that they know who their contact point is in the policing team. Methods of advising the public of the relevant contact point have included poster distribution, information on the ASB hotline, active knocking on doors, circulation of mobile telephone numbers generally and, within specific communities, attendance at community centres and 'one-stop shops'. Fridge magnets have also been distributed to households detailing the contact information for local officers. This is in addition to routine newsletters distributed on a monthly basis.
- Community engagement strategies have been produced at both district and individual SNT level. There are a range of community meetings, surgeries and other events from which local priorities are determined.
- Neighbourhood Policing teams actively use key individual networks (KINs) and members of local IAGs in their daily work. This has not centred on formalised routine contact created to conform to a set timetable, but is a flexible and dynamic process. SNT staff describe actively engaging with these individuals either at community or public events. PCSOs spend time on patrol and come into contact with community members without having to make special arrangements to do so.
- There is a corporate but flexible model for community engagement for staff to follow. There is a corporate menu of ideas and methods of developing community engagement, but the approach taken depends on the opinion of the local staff as to which methods are likely to be most productive. Within the city environment, Mosaic (population data) data interpretations are used to inform the process of engagement. All neighbourhoods are in the process of being mapped using MOSAIC and will shortly appear on the beat profiles.
- There has been clear understanding of how demographic and social factors influence the style of interaction chosen. The local universities have been given as examples of persistence, where renewed and repeated efforts are made to engage with the student population which is both transient and largely disinterested in local policing and problem solving. Despite this, student common rooms have been repeatedly visited and a visible presence established at the yearly freshers' fair.
- Beat surgeries are seen as having only limited value in reaching local people. Despite the use of large mobile police stations, the events are not visible or memorable for the communities. Instead, officers described 'tapping in' to the community groups, residents' and other associations and Neighbourhood Watches that have already formed. Schools are also appreciated as a crucial contact point. Officers describe spending significant time on survey and engagement work.

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- The PA and constabulary have recently jointly published a detailed engagement and consultation strategy for the force. This maps the rationale for engagement at a corporate level, sets out the legal requirements to conduct such activity and establishes a mechanism to guide the way consultation is conducted by all parts of the force.
- The strategy also sets out the numerous ways in which consultation informs a variety of key policing functions ranging from child protection to local civil contingency planning. The governance functions of the force are thereby fundamentally linked to the key practice of meaningful engagement with communities.
- The force website carries information about the formalised protocol between Nottinghamshire Police and the county's Neighbourhood Watch organisations. Nottingham city is the third signatory to this protocol signed on 29 March 2008. The protocol underlines the close relationship all three have over information sharing and co-operation.
- Particular attention is drawn to the city area where a 'state of the art' system is in being to route intelligence from the police to relevant Neighbourhood Watch schemes. This is the third year in which the County Watch scheme has been operating and the protocol is seen as a big step forward in aligning its efforts with the SNTs.
- There have been positive responses from community members about engagement even in the most deprived neighbourhoods with citizens commenting positively about visible policing. These comments have come from a wide variety of citizens including those from the eastern European communities and young people. Communities are aware of police activity but few spoken to were engaged in specific problem-solving activity.
- A number of specific questions in the city survey concern the degree of inclusively which local people feel about actions carried out in their area. One area tested was the degree of influence, which an individual felt in the way services were delivered. The question was framed: "How much influence do you feel you have in decision making about how the following are delivered by the council or police in your local neighbourhood?"
- Policing the neighbourhood is then offered together with a range of council functions. The report confirms a 'significant increase' in the proportion of residents who feel they have influence and the highest rates of influence are reported in policing. A 3% rise since March 2007 was noted (19% to 21%). This is also a rise on the figure seen reported in 2005 of only 12%. This level of perceived involvement is also higher than for most of the other council activities listed. Although this indicates that four-fifths of city residents do not feel immediately available to influence local policing at present, this represents a positive degree of progress, which it is hoped will continue.
- Another question asks: "Have you ever been involved in any decision making about how the following services are delivered by the council or police to your local Neighbourhood?"
- Current results indicate that 11% report some direct involvement (compared to 19% for the council) but again this is an improvement on the 2005 figure of only 4%.
- The force control strategy of November 2007, lists under Citizen Focus intelligence priorities: "To ensure intelligence is developed around public concerns as identified

within neighbourhood profiles. Counter-terrorism intelligence requirement is included in beat profiles identifying community tensions.” A force intelligence requirement, also dated November 2007, sets the requirement on neighbourhood teams and partner agencies to identify emerging and developing communities and develop community intelligence.

- SB post regular counter terrorism up-dates on the briefing and tasking system (BATS); a reality check was undertaken and the most recent update was less than two weeks old. The most recent update gave information on current counter-terrorism threat level, recent intelligence suggesting identified threats, and a request for continued vigilance and a specific request for community intelligence. There was also an update on the current S44 stop and search authority.

Work in progress

- The force website has been recently reconfigured to allow information to be obtained at a neighbourhood level by citizens accessing the web pages. The force has not previously posted photographs of the individual neighbourhood team members, which is now commonplace in many other areas. The force originally made this decision not to post photographs in 2006 and has only lately reviewed the appropriateness of that decision. The publication of photographs needs to be linked to the benefits which will be gained from the employment of a dedicated communications/engagement officer whose primary role will be the spreading of positive messages linked to the SNTs. In light of that, photographs of all beat managers are in the process of being uploaded onto the website.
- Some staff members are yet to receive a briefing from SB and currently rely on advice from their sergeant about what to do with terrorist-related intelligence gleaned in their areas. They were aware of the requirements to obtain community intelligence and that there was an intranet site to consult if they needed to.

Areas for improvement

- The IAG has not been part of the consultation process carried out to ensure that community engagement is effective. It would be useful to incorporate this body into the consultation process on effectiveness of engagement in the way that KINs and partners are involved.
- There are numerous ways in which the many SNTs communicate with the public, and individual officers show varying degrees of aptitude in terms of developing community engagement as a result. The force board has picked up on the recommendation, following a review of this area by the NPIA, that corporate standards should be set to guide the quality of communications with the public. While these standards have been introduced, there is not enough evidence of teams adhering to the new standards of communication. This is an area in which satisfaction levels could be improved by ensuring that Neighbourhood Policing teams' communications achieve the required impact with recipients.
- The force has yet to map the postcodes of those members of the community with whom they engage in order to identify engagement gaps.
- Attendees at engagement meetings are not routinely surveyed when they do not attend subsequent meetings to ascertain if their non-attendance is linked to satisfaction. The force does feel that it would be inappropriate to monitor individual attendance details as this may inhibit attendance.

- The marketing and branding of safer neighbourhoods was found to have limited impact with few citizens linking engagement activity with priority setting and problem solving. The work appears to be ready for refreshing in order to raise its profile. The best examples of positive responses from citizens were from areas where new staff had recently taken up posts and had been involved in an introduction activity and updating of safer neighbourhood activity.

Joint problem solving is established and included within performance regimes.

Summary statement

Joint problem solving involves the police with partners and communities across all neighbourhoods. Joint problem-solving activity is partly evaluated, which demonstrates moderate problem resolution at neighbourhood level.

Strengths

- In addition to SNT, local area action groups have community members as a forum for sharing information and identifying problems. Example given was for tackling issues of ASB.
- The NPM BATS database reveals records about current neighbourhood priorities in each of the four divisions. There is a good spread of activity with three priorities listed per area. These plans are routinely updated with the actions taken and allow partnership activity in response to a problem to be logged separately.
- In a number of cases, particularly within the city division, some highly effective action has been taken with partners to respond to community issues, and a real and palpable sense of joint engagement can be seen from these records. Imaginative uses of the media as well as physical changes to environments are evident. There are some strong examples within the database for other neighbourhood areas to learn from.
- It is the responsibility of each neighbourhood team to identify the important neighbourhood priorities as a result of engagement and agreement with partners and community members. Officers are then expected to use the force problem-solving database to record the priorities. This contains a template to assist officers in recording the response to the priority in the corporate fashion. There are currently 550 priorities separately recorded on the database, which is called the NPM BATS.
- The central neighbourhood team as well as Neighbourhood Policing inspectors monitor and evaluate problem-solving activity. This is carried out on a quarterly basis with resulting good practice shared through the NPM BATS and through training days.
- Learning from experience, the project team are redesigning the NPM BATS to make these priorities smarter and to automatically flag up when enforcement action has not taken place for some time. Communication and consultation in regard to the priorities is monitored centrally through the activation criteria. This allocates a score depending on how each priority is formally signed off at resolution. Only full community involvement and endorsement achieves the higher level scoring. Prevention and anticipation of recurring problems is being encouraged by the project team and linked into PDR assessments.

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- A successful operation involving eviction (operation Glazier) was quoted showing how the SNT had been engaged with housing in serving an eviction notice and advising other local people of the action. Similar anti-graffiti surveys were seen as ways of pulling partners together.
- Feedback on joint problem solving is given to the community mostly through neighbourhood panel meetings, but there were examples of individual problem sponsors being contacted and updated personally.
- There is evidence of active chief officer engagement: the ACC (territorial) chairs the LAA executive group – to provide strategic alignment with a reporting LAA working group. This aligns Citizen Focus – Neighbourhood Policing and neighbourhood management and the Citizen Focus Family Board. The ACC and senior partners strategically deliver Neighbourhood Policing and quality service within Nottinghamshire.
- A number of specific questions in the city survey concern the degree of inclusively which local people feel about actions carried out in their area. One area tested was the degree of influence that an individual felt in the way services were delivered. The question was framed: "How much influence do you feel you have in decision making about how the following are delivered by the council or police in your local neighbourhood?"
- Policing the neighbourhood is then offered together with a range of council functions. The report confirms a 'significant increase' in the proportion of residents who feel they have influence and the highest rates of influence are reported in policing. A 3% rise since March 2007 was noted (19% to 21%). This is also a rise on the figure seen reported in 2005 of only 12%. This level of perceived involvement is also higher than for most of the other council activities listed. Although this does indicate that four-fifths of city residents do not feel immediately available to influence local policing at present, this represents a positive degree of progress, which it is hoped will continue.
- Another question asks: "Have you ever been involved in any decision making about how the following services are delivered by the council or police to your local neighbourhood?"
- Current results indicate that 11% report some direct involvement (compared to 19% for the council) but again this is an improvement on the 2005 figure of only 4%.
- Members of staff commented that where co-located with staff from housing it made a substantial difference to communication and joint action. For example, in the Sherwood district, multi-agency premises are situated in the heart of the community. This has improved service provision for deaf and hard-of-hearing citizens, and has provided wheelchair access. These citizens can now also have their say through a facility provided at the office. The recognition of the value of such jointly occupied premises is clearly present even if this has not yet been replicated across the county area.
- The divisional strategic assessments show a marked transition to a joint-problem solving approach with partners. The strategic assessment report, which helps decision makers identify the key priorities for action, all make reference to the new legal duty to produce a joint strategic appreciation of local crime and disorder issues. Three of the four assessments are rich in contribution, from partnership sources, of data or potential future involvement in addressing priorities. In the city division's

document, ASB is reviewed from the multiple perspectives of incident data, housing agency information, reports from the ASB helpline as well as public perception data. In B division, priorities are considered from the perspective of 'how big an issue' is the problem for the public as well as the 'impact on the public'. The work of the SNTs in informing these documents is frequently referred to.

- National Intelligence Model (NIM) principles are systematically embedded in safer neighbourhoods and are part of daily business in divisions and across the force. All divisions discuss SNT problems at daily and weekly tasking meetings, with the facility to raise issues to BCU fortnightly tasking and force monthly tasking if required. Partners attend fortnightly BCU and weekly section tasking meetings and are included on the force implementation group for Neighbourhood Policing.
- Staff confirmed that alongside the bi-weekly crime co-ordinating and tasking meeting held every other Tuesday, there is also a specific neighbourhood tasking meeting on the LAC to which partners and other agencies are invited to contribute.
- There was clear support cited by officers for neighbourhood activities from centrally held assets such as automatic number plate recognition teams, air support as well as specialists in forcing entry to premises.
- The force control strategy of November 2007, lists under Citizen Focus intelligence priorities: "To ensure intelligence is developed around public concerns as identified within neighbourhood profiles. Counter-terrorism intelligence requirement is included in beat profiles identifying community tensions." A force intelligence requirement, also dated November 2007, sets the requirement on neighbourhood teams and partner agencies to identify emerging and developing communities and develop community intelligence.
- The signing-off of priorities when resolved usually take place through neighbourhood panels quarterly, and are endorsed by a sergeant on the problem profile. If problems are resolved prior to scheduled meetings, problem sponsors will be contacted and profiles signed off verbally. In this case an update is given at the next meeting. In the evaluation process, communication and consultation with regard to the priorities is monitored centrally through the activation criteria. This allocates a score depending on how each priority is formally signed off at resolution. Only full community involvement and endorsement achieves the higher level scoring.
- Staff commented that a number of training courses and skills events had been available to them to enhance their work in Neighbourhood Policing and problem solving. Examples cited included a five-day specific Neighbourhood Policing course, an input on dealing with domestic violence as well as one on scanning, analysis, response, assessment (SARA) problem-solving techniques. Encouragingly, case progression officers (CPOs) and wardens are being given access to the training provided by the force which brings other dimensions to the training from a partnership approach.
- Additional evidence exists of joint training, but this was through the community safety panel and consisted of a session explaining the police problem-solving methods.
- A number of guides are available as support on the force intranet to develop knowledge and awareness in key tasks such as forms of engagement and NIM principles. A link to the county council site is also available.

Work in progress

- While there is no separate problem-solving strategy, the operation of internal quality assessment through the activation criteria checks for consistency of approach. For each local priority the neighbourhood officer is expected to create a problem-solving template based on the SARA model. This template encourages officers to consider the location, offender and victim when identifying appropriate responses to tackle a problem or priority. Tasks are allocated on this system and actions recorded. The next phase of development of this system will aim to allow direct access for partners to identify their tasks and update on actions via an extranet system.
- The recent publication of the joint engagement and consultation strategy was in response to a self-identified gap in strategic level involvement with partners in this arena. There is activity in each of the four divisions to show how partners are active in shaping Neighbourhood Policing activity and reviewing progress (as detailed in the delivery plan actions – partnership section.) This was not complemented by a strategic level of involvement, bringing together all relevant partners. This is being addressed by the demand management board drawing on the principles within the new engagement strategy.
- The delivery plan details a series of actions aimed at linking the priorities identified through the SNTs with the force-level strategic assessment produced according to the principles of the NIM. All the actions in this section of the plan are marked 'amber' and there appears to be a concerted drive to improve community intelligence exchange at a tactical and strategic level. At present the ability of the neighbourhood priorities as recorded to represent the primary areas for prioritisation within the strategic assessment is questioned at force level.
- Neighbourhood staff undertake a five-day Centrex designed course. This has been running for a full year and has been recently extended for a further year to ensure skill levels are fully developed in local teams. Not all the teams have been trained to date as the aim has been to work with all of a beat team at the same time, or at least a sizeable part of it. Seven separate modules were worked through to strengthen performance in all areas of SNT delivery.
- The force has experimented with a 'bring a partner' day to training, but there has not been as much take-up as expected.

Areas for improvement

- Staff indicated that there was very effective information sharing and problem solving ongoing with some partners such as the housing department staff and wardens, but with other partners this was more limited. It would be useful to audit the levels of effective activity with partners and develop a plan to improve partnership activity where needed.
- The better examples of problem-solving plans reviewed were marked out by the quality of their initiation and conclusion. While nominally applying a SARA approach to the community priorities, the degree of problem scanning carried out in some cases was found to be considerably compressed. The result of this approach was normally that the response phase to the problem was heavily police driven. The plans were reviewed at closure normally by a team supervisor but a variety of SNT members in some cases closed their own plans. Documented evidence of feedback to communities or community agreement to the closure was not present in some cases.

- There are plans to revise the elements within the NPM BATS database but it is strongly recommended that use is made of the best practice elements contained within the database to improve the way all teams shape and record their actions. The involvement of those affected by the priority needs to be clearly recorded in closure reviews along with consistency of quality assurance in closure.
- The commentary in the delivery plan recognises that limited joint training has taken place for SNTs and partners.

The outcomes of Neighbourhood policing are being realised by the surveyed public.

	SPI 2a Percentage of people who think that their local police do a good or excellent job		KDI Percentage of people who 'agree local police are dealing with anti-social behaviour and crime that matter in this area'		SPI 10b Percentage of people who think there is a high level of anti-social behaviour	
	Difference from MSF (percentage point pp)	2005/06 to 2007/08 change	Difference from MSF	2005/06 to 2007/08 change	Difference from MSF	2005/06 to 2007/08 change
Nottinghamshire	-5.2pp	+4.0pp	-1.8pp	+0.5pp	+1.9pp	-1.7pp

Summary statement

The SPI/KDI data shows that force performance is significantly worse than the average for the MSF.

The SPI/KDI data also shows that force performance is unchanged compared with two years ago.

Context

The SPI and KDI statistics are obtained from the PPAFs to March 2008. These figures are survey based and have been analysed for statistical significance, which can be explained in lay terms as follows: 'The difference in performance between the force and the average for its MSF is unlikely to have occurred by chance.'

Note: When comparing the force's performance with previous years, year-on-year statistical significance is explained as follows: 'The difference in force performance between the years compared is unlikely to have occurred by chance.'

There is a summary of how statistical significance is used at Appendix 3 at the end of this report.

As part of the BCS, approximately 1,000 interviews are undertaken in each force area in England and Wales. Included in the survey is the individual's assessment of whether the local police are doing a good job, whether the police are dealing with anti-social behaviour and crime that matter in their area, and whether anti-social behaviour in their area is a problem.

SPI 2a – percentage of people who think that their local police do a good or excellent job.

42.9% of people surveyed in the year ending March 2008 think that their local police do a good or excellent job, which is significantly worse than the average for the MSF.

Force performance was unchanged in the year ending March 2008; 42.9% of people surveyed think that their local police do a good or excellent job, compared with 38.9% in the year ending March 2006.

KDI – percentage of people who 'agree local police are dealing with anti-social behaviour and crime that matter in this area'.

44.7% of people surveyed in the year ending March 2008 'agree local police are dealing with anti-social behaviour and crime that matter in this area', which is not significantly different to the average for the MSF.

Force performance was unchanged in the year ending March 2008; 44.7% of people surveyed 'agree local police are dealing with anti-social behaviour and crime that matter in this area', compared with 44.3% in the year ending March 2006.

SPI 10b – percentage of people who think there is a high level of anti-social behaviour.

19.0% of people surveyed in the year ending March 2008 think there is a high level of anti-social behaviour, which is not significantly different to the average for the MSF.

Force performance was unchanged in the year ending March 2008; 19.0% of people surveyed think there is a high level of anti-social behaviour, compared with 20.7% in the year ending March 2006.

Strengths

- Data shown in the table above indicates that the percentage of citizens who think their local police do a good or excellent job has increased by 4.0 % points over a two year period. This performance is stable.
- The percentage of people who agree that the police in their area are dealing with the things that matter to people in that community is stable compared to its MSF over a 12 month period and over a two year period compared to itself.
- The perception of ASB has remained statistically stable over a two year period although it has increased in the last 12 months (see Areas for improvement),

Areas for improvement

- In relation to SPI 2a, the percentage of citizens who think their local police do a good or excellent job is 5.2% points below the MSF and needs to improve at an increased rate to close the gap.
- The perception of ASB has increased over a 12-month period and is below the performance of other forces in its MSF.

Force-level and local satisfaction/confidence measures are used to inform service delivery.

Summary statement

The force partially understands the needs of its communities. Identified service improvements are frequently made to improve local service delivery.

The force partially understands the needs of its communities. Identified service improvements are frequently made to improve local service delivery.

Strengths

- A number of specific questions in the city survey concern the degree of inclusivity that local people feel about actions carried out in their area. One area tested was the degree of influence that an individual felt in the way services were delivered. The question was framed: "How much influence do you feel you have in decision making about how the following are delivered by the council or police in your local neighbourhood?"
- Policing the neighbourhood is then offered together with a range of council functions. The report confirms a 'significant increase' in the proportion of residents who feel they have influence and the highest rates of influence are reported in policing. A 3% rise since March 2007 was noted (19% to 21%). This is also a rise on the figure seen reported in 2005 of only 12%. This level of perceived involvement is also higher than for most of the other council activities listed. Although this does indicate that four-fifths of city residents do not feel immediately available to influence local policing at present, this represents a positive degree of progress, which it is hoped will continue.
- Another question asks: "Have you ever been involved in any decision making about how the following services are delivered by the council or police to your local neighbourhood?"
- Current results indicate that 11% report some direct involvement (compared to 19% for the council) but again this is an improvement on the 2005 figure of only 4%.
- Positive measures have been introduced by the force particularly around keeping people informed. There is a trigger on the crime administration system to highlight when this has not been carried out at the correct time interval. Staff demonstrated a good awareness of the issues and how this had been highlighted as a source of dissatisfaction and the force requirement to keep people informed. In addition, there is a description of how each individual member of the SNT conducts recontacting with ten victims of crime. It is stated that 250 such recontacts were achieved

between November 2007 and February 2008. Each such contact is documented to record the level of individual satisfaction and the results fed into the overall survey returns. The division also drew on front enquiry staff to update victims of crime between July 2007 and February 2008.

- A description of how survey data is used to inform service delivery is supplied by A division of the force. This outlines how the results of surveys conducted centrally by the force are routed to the division through the audit inspector on the team. This provides a direct mechanism for feedback to officers on the ground, as the audit inspector then channels information to the relevant supervisors in a particular case.
- A collective process looking across all the survey data is described as being managed through the divisional performance meetings. This meeting is also seen as being responsible for monitoring any changes to policing practice identified as being necessary as a result of the analysis of the surveys. Three separate examples of changes to BCU service delivery are given to verify this description. These examples are 1) All ASB incidents being reviewed by SNT teams and PCSOs conducting revisits; 2) the creation of a car clinic for the forensic examination of vehicles and a full-time vehicle crime evidence collector; and 3) a dedicated crash (*sic*) investigation team set up to provide a more experienced approach to dealing with road collisions. All these initiatives are seen as a result of expressed dissatisfaction reflected in the surveys.
- The same document describes a regular (six-monthly) survey of all neighbourhoods across the division in partnership with the county council. This process not only works to identify the main concerns in each beat and help set the local priorities, but at the same time measures the resulting levels of public satisfaction and perspectives of how safe the local area is at a given time. The division consequently believes the survey work at divisional level has a strong influence on the work of neighbourhood teams.
- Survey results are similarly monitored at force level and presented at the force monthly performance focus meeting with issues such as car clinics being implemented across the force area to address the dissatisfaction associated with the response to vehicle crime.

Work in progress

- The area-based results within the survey on ASB, satisfaction and confidence levels are drawn upon by the division to influence the approach both at LAC and SNT levels. Examples were provided of SNT and partnership team questionnaire surveys that are used to gain insights into local priorities for resolution.
- During campaigns such as weeks of action, these forms are modified to ask specific questions about the focus of the campaign. But it is not clear if 'before' and 'after' views are obtained during such events as these would be useful insight to the difference action has made.
- The delivery plan reflects a clear intention to lift the profile of community feedback and satisfaction data within divisional performance meetings. A variety of responses and uses of this data can be seen in the four divisional commentaries in the action section.
- There is a corporate desire to see such information being treated in the same fashion as that relating to the more familiar crime and disorder measures. The stated

aim is to redress the currently traditional heavy emphasis on crime reductions and detections in favour of a more balanced approach which recognises the importance of understanding satisfaction, confidence and survey feedback alongside these elements.

The force demonstrates sustainable plans for Neighbourhood Policing.

Summary statement

The force and the police authority have convincingly shown how they plan to ensure that Neighbourhood policing will be sustained beyond April 2008.

The force and the PA have partially shown how they have ensured Neighbourhood Policing will be sustained beyond April 2008.

Strengths

- The force and the PA have declared their commitment to Neighbourhood Policing and its sustainability.
- There is a costed learning and development plan agreed by the training committee that ensures the sustainability of SNT training for at least the next three years. The maintenance of the plans to deliver Neighbourhood Policing is reflected in the actions required of learning and development in the delivery plan. Divisions have been asked to identify how many student places they require for training to ensure complete coverage of existing teams and any replacement officers and PCSOs. It has been estimated that there will be a requirement for additional training course after April 2008. This was consequently built into the training bids in that a training request was submitted outlining the requirement for 150 additional places and an additional 150 places for CPO training funded by city council. The action notes show that 300 additional training places have been allocated, taking the training up to January 2009.
- Financial and estates planning includes budgeting to sustain SNTs with PCSO posts being built into the base budget. All PCSOs except those funded by external partners are employed on a permanent contractual basis.
- The force financial plan showed that commitment to the expenditure on PCSOs was built in for the next three years and partnership budgets revealed the same degree of support for neighbourhood wardens.
- Under the heading 'Getting Close' comes the force's commitment to "delivering and continuously improving the service it provides to local communities and individual citizens". This is described as a high priority for both the force and the PA.
- The plans set out for the year for Neighbourhood Policing are the following four actions:
 - continuing to roll out SNTs so that all parts of Nottinghamshire have a dedicated team in place by the end of March 2008;
 - increasing the opportunities that people have to make contact with their SNT, shape local policing priorities and find out what action is being taken in response to the issues they raise;
 - working with partner agencies to develop a joint approach to managing local neighbourhoods; and

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- working with local criminal justice board partners to establish community justice courts in Nottingham. The aim is to give the local community an opportunity to provide views to the judiciary that may have a bearing on how defendants are dealt with.
- The section dealing with customer service features the quality of service commitment (QoS) and the four actions for the year are given as:
 - developing the QoS to include additional activities and enhanced standards of service;
 - developing a ‘mystery shopper’ project to identify potential improvements in customer service practice;
 - creating capacity to improve the service to victims of crime and non-victims through the use of technology; and
 - a pilot project to improve the service to victims of burglary, and corresponding satisfaction levels, by recording and using their experiences to promote organisational learning and understanding.
- Finally, community engagement and consultation flags up much of the current work being developed around changes in surveying the public and formalising engagement methods. These elements seem to have been largely actioned only at the conclusion of the planning year. The plans set out are as follows:
 - To maintain effective communication and consultation methods, including IAGs (to which the force’s commitment has been recognised nationally), public meetings, focus groups, victim satisfaction surveys and residents’ surveys.
 - To change the way the force surveys victims’ satisfaction by conducting telephone surveys instead of postal questionnaires to get better quality information about how victims feel about the service they receive. Telephone surveys using scripted in-house designed software have been fully running since 1 April 2007. Additional interviewers were recruited in readiness for this date in order to extend the sample size and produce statistically significant information to LAC level.
 - To coordinate the cycle of consultation activity so that feedback from the public can directly inform the regular review of the force’s strategic business, the setting of priorities and the budget planning process by the PA. The Tell Us system has been in place and running since 1 February 2006 producing management information to supply feedback to the chief officer team and the monthly force performance FOCUS meeting.
 - To implement Tell Us – a system for recording and managing the response to complaints, compliments and comments from the public about policing in Nottinghamshire.
- In response to previous inspections by HMIC, NPIA and BCU self-inspection processes, detailed force action plans were developed and the progress of these is monitored by the force corporate development department and by the Neighbourhood Policing lead. Quarterly updates of activity are provided to HMIC.
- Leadership is visible and reflects the emphasis on the quality of the service delivery with support for this being seen at the Citizen Focus training.
- The PA maintains an active role in the governance of both Neighbourhood Policing and Citizen Focus. They have representatives on the programme board and the

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force presents regularly to the full authority on the progress of both programmes of work.

- The PA has appointed lead members for each BCU who play an active part in community engagement by being visible and accessible at a local level.

Work in progress

- 'Mystery shopper' was undertaken across the force in October 2007 with the report being produced in December 2007 and the actions were circulated to BCU commanders and the demand management department in January 2008. The force has developed a three-year plan to enhance the (now) annual testing and move towards a full 'mystery' test of a reported crime and follow-up. In addition, it will be used for ad hoc requested testing for specific areas of service delivery.

Area for improvement

- Leadership is visible and reflects the emphasis on the QoSC delivery with support for this being seen at the Citizen Focus training. This should now be combined with the refreshment of the implementation and marketing of Neighbourhood Policing to maximise potential outcomes.

Developing practice

See Appendix 2.

Developing Citizen Focus Policing

2007/08 Developing Citizen Focus Policing Summary of judgement	Meeting the standard
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Meeting the standard

A Citizen Focused ethos is embedded across the force, establishing an initial baseline.

Summary statement

The force partially understands the needs of its communities. Identified service improvements are frequently made to improve local service delivery. The force partially communicates the National Quality of Service Commitment (NQoSC) standards, the Code of Practice for Victims of Crime standards, and the force corporate/accessibility standards to its communities.

Strengths

- A number of specific questions in the city survey concern the degree of inclusively which local people feel about actions carried out in their area. One area tested was the degree of influence that an individual felt in the way services were delivered. The question was framed: "How much influence do you feel you have in decision making about how the following are delivered by the council or police in your local neighbourhood?"
- Policing the neighbourhood is then offered together with a range of council functions. The report confirms a 'significant increase' in the proportion of residents who feel they have influence and the highest rates of influence are reported in policing. A 3% rise since March 2007 was noted (19% to 21%). This is also a rise on the figure seen reported in 2005 of only 12%. This level of perceived involvement is also higher than for most of the other council activities listed. Although this does indicate that four-fifths of city residents do not feel immediately available to influence local policing at present, this represents a positive degree of progress, which it is hoped will continue.
- Another question asks: "Have you ever been involved in any decision making about how the following services are delivered by the council or police to your local neighbourhood?"
- Current results indicate that 11% report some direct involvement (compared to 19% for the council) but again this is an improvement on the 2005 figure of only 4%.
- There were two key areas for service improvement identified from consultation work:
 1. the performance gap between satisfaction of BME community and white community; and
 2. research about demand management (response to calls for service) to support the public service desk concept.

- As a result, the force is surveying its own staff about demand management (staff perception survey), and how they understand the vision but are only half way through this process – there was a 30% response rate in the first 10 days. The force has also completed some work to analyse the effect of front counters on satisfaction. The results indicate this is not as big a factor as initially perceived because once members of the public reach the front counter evidence appears to suggest they are, by and large, satisfied with the service they receive. The problem is more focused around those members of the public who do not reach the front counter for varying reasons.
- The force is now working with Nottinghamshire County Council using the citizen forum and building in three police-specific questions about how confidence and satisfaction have been affected by factors both within police influence and outside their control. This is an example of good partnership working.
- The force-level review of customer focus issues consists of a management information report with headline satisfaction levels. The force focus board meets on a monthly basis and changes to operational responses are directly generated: for example, in February 2008, the force looked at perceptions from the public of ASB. There had been an upturn in performance from November 2007, and the board focused on the 12 different categories of ASB action to see what would improve most people's perceptions. As a result, divisional commanders concentrated on vehicle use and rowdy and inconsiderate actions. There has been a 5% improvement over 12 months, which is seen as movement in the right direction.
- Another method used to seek users' views to improve service delivery is through a web-based 'Tell Us' system. This enables members of the public to notify the force of both good and bad service provided by officers and staff. If poor service is identified, this could result in management advice, counselling or even discipline if it is of a sufficiently serious nature. Findings are fed back into the demand management portfolio to ensure that consistency, and to get people trained to the same degree of service provision.
- The force identified a problem where they were not routinely visiting the informants of ASB calls because it was perceived that they would prefer to remain anonymous. The force identified that this was affecting satisfaction levels and started to visit complainants more frequently. As a result, satisfaction increased. Also, complainants were given contact details of the beat manager or PCSO if there were further problems.
- There is a process for using a mystery shopper exercise to identify levels of service across the organisation, including telephone switchboards, asking PCSO questions whilst on patrol, visiting or contacting front counters. Mystery shoppers are made up of community volunteers, including representatives of the disabled and minority communities who are trained to identify issues with the service provided. Feedback on results is given to both managers and staff so that development plans can be written and good service rewarded. The mystery shoppers can look at a number of areas of service and there is a process where BCUs can commission work.
- As a result of their work, front counters were ranked and given a star rating. As a result, action plans were driven locally to provide improvements with corporate oversight by the quality of service project.

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- Another example of service improvement from community feedback was the provision of a postcode search facility on the intranet for the Neighbourhood Policing team, and meeting details.
- SNT staff are well briefed on contact and engagement and they always leave a contact number. A PCSO gave a good example of how they are using email effectively where, for example, working people can email the SNTs from work (or home), which many find very convenient. If staff are out, they leave an out-of-office message to say when they are back.
- The force introduced sergeants into the control room who were proactively contacting people and dealing with incidents on the phone. They felt they were now dealing with calls properly. They gave numbers as having been reduced from 2,500 open incidents at any one time down to 500. They also stated that crimes were being entered onto Crime Recording System early after receipt of the call. The force has sampled 1,000 incidents to make sure that the change in the handling of calls does not lead to the creation of another list of incidents still to be dealt with but stored somewhere else.
- Under the heading 'Getting Close', comes the force's commitment to "delivering and continuously improving the service it provides to local communities and individual citizens". This is described as a high priority for both the force and the PA.
- The plans set out for the year for Neighbourhood Policing are the following four actions:
 - continuing to roll out SNTs so that all parts of Nottinghamshire have a dedicated team in place by the end of March 2008;
 - increasing the opportunities that people have to make contact with their SNT, shape local policing priorities and find out what action is being taken in response to the issues they raise;
 - working with partner agencies to develop a joint approach to managing local neighbourhoods; and
 - working with local criminal justice board partners to establish community justice courts in Nottingham. The aim is to give the local community an opportunity to provide their views to the judiciary, which may have a bearing on how defendants are dealt with.
- The section dealing with customer service features the QoSC and the four actions for the year are given as:
 - developing the QoSC to include additional activities and enhanced standards of service;
 - developing a 'mystery shopper' project to identify potential improvements in customer service practice;
 - creating capacity to improve the service to victims of crime and non-victims through the use of technology; and
 - a pilot project to improve the service to victims of burglary, and corresponding satisfaction levels, by recording and using their experiences to promote organisational learning and understanding.
- Finally, community engagement and consultation flags up much of the current work being developed around changes in surveying the public and formalising engagement methods. These elements seem to have been largely actioned only at the conclusion of the planning year. The plans set out are:

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- To maintain effective communication and consultation methods, including IAGs (to which the force's commitment has been recognised nationally), public meetings, focus groups, victim satisfaction surveys and residents' surveys.
 - To change the way the force surveys victims' satisfaction by conducting telephone surveys, instead of postal questionnaires, to get better quality information about how victims feel about the service they receive. Telephone surveys using scripted in-house designed software have been fully running since 1 April 2007. Additional interviewers were recruited in readiness for this date in order to extend the sample size and produce statistically significant information to LAC level.
 - To coordinate the cycle of consultation activity so that feedback from the public can directly inform the regular review of the force's strategic business, the setting of priorities and the budget planning process by the PA.
 - To implement Tell Us, a system for recording and managing the response to complaints, compliments and comments from the public about policing in Nottinghamshire. The Tell Us system has been in place and running since 1 February 2006 producing management information to supply feedback to the chief officer team and the monthly force performance FOCUS meeting.
- The PA and Constabulary have recently jointly published a detailed engagement and consultation strategy for the force. This maps the rationale for engagement at a corporate level, sets out the legal requirements to conduct such activity and establishes a mechanism to guide the way consultation is conducted by all parts of the force. The strategy also sets out the numerous ways in which consultation informs a variety of key policing functions ranging from child protection to local civil contingency planning. The governance functions of the force are thereby fundamentally linked to the practice of meaningful engagement with communities.
 - The PA is involved in contributing to the Citizen Focus programme. Both the chief executive and the treasurer sit on the force board. It was felt the authority members were adding real value and questioning key aspects of the scheme such as exploring the potential for litigation from certain approaches, the appropriateness of elements of the training and generally adding a real community feel to what was being done.
 - PA members sit on the project board for demand management.
 - The authority was aware of the force's position when set against the performance of its family of MSFs. There was recognition that this may lead to some scrutiny in the short term but they were also convinced that the approaches being adopted were the correct ones.
 - Members of the PA attended the force and divisional focus meeting scrutinising performance and neighbourhood issues.
 - Citizen Focus standards are communicated to the public by means of the internet site (www.nottinghamshire.police.uk), which is managed by the corporate development department. The QoSC is also communicated by letter and the force has a new system called 'Tell us' to record citizens' concerns and comments of appreciation.
 - A number of organisational standards are documented, and these include standards for burglary investigation and treatment of victims of crime. These can be found on the force intranet site. The force is attempting to communicate standards through a

number of consultative methods, including surgeries. SNT teams have also attended a local superstore with a wide range of attendees from across the county.

- As part of the quality of service programme the results of user satisfaction surveys are fed back weekly and monthly to divisions, where key issues are identified. Divisions are tasked to follow these up and report back on resolution. The force endeavours to identify those members of the public who necessitated a call back, and those who did not, as well as those who did not wish to be recontacted. The force is able to filter out these calls and maintain and respect confidentiality, and the views of customers.
- The force has supplied five direction and control complaint records which have all been included as part of the force Tell Us programme aimed at identifying areas of poor practice. It is clear that resolution has been achieved in each individual case as shown in the Tell Us summary sheet attached.
- The customer survey data is provided to inspectors on BCUs where they also carry out random contact with victims to check on the standard of service provided by staff. They are required to carry out checks to ensure that staff are complying with the victim code
- The embedding of the QoSC work package represents a corporate plan for mapping delivery of the commitment across all territorial divisions and within departments in the force. It requires a linked series of 'silver' level reports from around the county to enable the progress in meeting the QoSC to be chartered and monitored. Achievement of this work strand is rightly seen as a critical success factor for Nottinghamshire Police.
- The QoSC work package is intended to respond to the 51 customer commitments made by the force when the scheme was publicised in November 2006. These commitments are available to the public through the force's external website and clearly set out.
- Force-level review of customer focus issues consists of a management information report with headline satisfaction levels. The force focus board meets on a monthly basis and changes to operational responses are directly generated. For example, in February 2008 the force looked at perceptions from the public of ASB. There had been an upturn in performance from November 2007, and the board focused on the 12 different categories of ASB action to see what would improve most people's perceptions. As a result, divisional commanders concentrated on vehicle use and rowdy and inconsiderate actions. There has been a 5% improvement over 12 months, which is seen as moving in the right direction.
- The NQoSC has led the force to introduce and publish 51 service commitments. These commitments contain both qualitative and quantitative customer care statements.

Work in progress

- The crime registrar carries out a monthly disposal audit of the National Crime Recording Standard compliance. It was stated that the standard had risen month on month over the last 12 months. The force is currently looking at no-criming decision-making in two specific areas: robbery and burglary dwelling. They stated that this was not just about sanction detections. The DCC is supporting the audits in a drive to make sure crimes are being dealt with properly.

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- A chief inspector has been allocated a work package to look at the variance between BME and white victims, in particular where there has been the greatest – that is, vehicle crime and violent crime. Evidence seems to suggest that Asians victims over the age of 50 are less likely to be satisfied with the service they receive from the police.
- 'Mystery shopper' was undertaken across the force in October 2007 with the report being produced in December 2007; and the actions were circulated to BCU commanders and the demand management department in January 2008. The force has developed a three-year plan to enhance the (now) annual testing and move towards a full 'mystery test' of a reported crime and follow-up. In addition, it will be used for ad hoc requested testing for specific areas of service delivery.
- The Citizen Focus strategy shows that in January 2008 there was activity listed to link policing satisfaction and confidence research to the citizens' panel user group. This panel is a collection of views from 8,000 individual citizens willing to act as a survey group for the county council on a range of its service provision activities. Questions focused on policing will be included alongside existing survey activity to get a representative and comprehensive insight into the views of local people.
- The planned improvements to the force's capacity to conduct survey work are set out in an outline business case (dated November 2007), to attract the required additional £50,000 funding required. The business case is sponsored by the DCC and lists the additional benefits this proposal would create. These are:
 - extending policing performance assessment framework survey samples to provide sound monthly data at divisional and LAC levels;
 - providing for additional diagnostic data to inform the force on improvement opportunities;
 - providing capacity to undertake surveys dealing with confidence issues; and
 - providing capacity to run focus groups to inform on issues associated with local policing needs, confidence issues surrounding serious crime, and officers' views of these issues.
- The ACC (territorial) is introducing an approach to the quality of service standards which looks for the gaps in the way service is provided. It is seen as sterile to view the standards from a 'red, amber or green' perspective, which focuses on whether, overall, the force is doing enough to satisfy external review. The force has set out that the dominant approach should be to manage performance, not performance indicators. To reinforce this new approach, they have drawn on a nationally recognised performance management specialist (Malcolm Hibberd) to train key members of the staff in understanding the science of measurement and interpretation of results and outcomes. This approach is being incorporated into the force focus programme.
- The Tell Us system is owned by training. The force has recognised the need for a better fit and it may move to the survey department. Concern exists regarding the linkage with the centurion professional standards department (PSD) system in recording direction and control complaints.
- The service quality improvement group includes all elements of the force which have responsibility for consultation work. This feeds into a common forum: a service quality improvement group which links corporate development, PSD, and the mystery shopper initiatives. A template is filled out to inform all parties of the results of action. For example, this process recently highlighted a quality of data issue within

force systems surveys of victims and witnesses through extracted crime reports that reflected a high percentage of wrong telephone numbers input onto computers. As a result, a chief inspector is leading a project to improve data quality.

- Documentation submitted reveals that the first full audit of QoSC achievements was expected in April 2008, with no previous similar review being available. Specific reference is made to the criticality of the audit to the HMIC review of the force on customer focus, which was expected in April 2008. There is also reference to a perceived partial conflict between the force's desire to shift to individualised bespoke services and the quality of service standards, which are seen to be encouraging the provision of one-dimensional services of common nature to all citizens.
- The delivery plan reveals agreement to the business case to achieve a far wider range of public surveying than previously used in the county. In February 2008 the following were approved as key outcomes for this project:
 - extending current survey sample sizes to provide statistically sound data at LAC level and better identify areas for improvement that will meet the vision of delivering the service the public expects;
 - extending the range of questions to better inform the force on specific reasons for dissatisfaction and confidence at force and local levels; and
 - providing capacity to undertake internal and external focus groups to elicit areas for improvement relating to SPIs 1a to 1e, 2a, 3a, and harm and risk assessment at Neighbourhood Policing team level.
- This project is being taken forward to improve the quality of the material currently fed into force performance improvement processes.

Area for improvement

- Each BCU is given the 12-month rolling picture of satisfaction data but C and D divisions are being more proactive in looking at the data to identify local issues and outcomes – in one case, identifying a problem with the satisfaction of victims of vehicle crime. The force lacks a corporate response with analysing data at this level, and only D division has the licence to use the statistical package for the social sciences, which is the standard software. There is a clear need for corporacy.
- There was limited evidence that survey data was used to identify trend information to inform effectiveness of Citizen Focus standards on a corporate basis. Individual feedback was provided to staff but trend analysis did not appear to take place. This analysis would allow the identification of issues that arise due to process or policy issues and changes could then be actioned to improve service.

The force has integrated Citizen Focus and operational activity, such as contact management, response, Neighbourhood Policing, investigation and the criminal justice process.

Summary statement

The force has implemented corporate service standards expected of all staff when dealing with the public. Satisfaction and confidence performance is partially integrated into BCU and force performance management processes.

Strengths

- The force role profile for a beat manager (version 9, 2007) contains an explicit link back to the force vision. This is contained in a mandatory personal objective.
 - "To take personal responsibility to proactively 'get back to' your internal and external customers within timescales stated in force policies where they exist or where timescales are not mandated so as to meet the customers' needs". This reflects that the corporate standards about contacting citizens and users of services are being widely publicised and championed. The same corporate objective is included in the PCSO role profile.
- The posters displayed around the force on noticeboards and in offices in buildings strongly brand the new vision for the force. These contain positive and unequivocal citizen-focused messages, which are easily understood and accessible to all staff.
- The force has established a strict policy on categories of victimisation that require a formal revisit by officers. SNT officers are required to revisit any burglary, criminal damage, auto crime, ASB and domestic violence (with medium risk) victims as a matter of priority. Officers were very clear about the corporate standards and requirement in this area.
- They did have concerns that this rigid approach left some beat managers with large numbers of these revisits to achieve. This reinforced the need to rebalance the size and resourcing of beats. PCSOs stated that revisits were a vital part of reassurance policing and could get overlooked without the policy in place.
- The force does have central policy for the standards required for using voicemail and 'out of office' on email. SNT voicemail and email are linked by team – this ensures that any contact can be picked up by any team member. This means that even if contact is sent to another team member (who maybe unavailable) communications can be accessed and actioned.
- The force is training its staff to deliver corporate standards with a bespoke course for all staff. The course aims:
 - "to explore the concepts of Citizen Focus and victim care in order to increase the standards of service provided by, and public confidence in, Nottinghamshire Police."
- The course objectives are:
 - State the national and local strategic priorities together with the three strands underpinning Citizen Focus.
 - Outline the contents of the QoSC making links to the PDR corporate objective.

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- Identify barriers to providing effective standards of service.
 - Outline the consequences to victims/communities of poor standards of service including vulnerable and intimidated witnesses.
 - Know how to remove the barriers and be able to promote the QoSC in the workplace.
- The training package has been put together internally by one of the training team sergeants and the ACC (territorial) has personally approved the content after review. There is a commitment that someone from the chief officer team would open every single training event. The ACC (territorial) has opened 107 of them personally, with his Association of Chief Police Officers (ACPO) colleagues sharing the rest. By May 2008 1,892 police officers and 1,422 police staff had been trained.
 - The ACC (territorial) spends two to three hours opening the course explaining how the vision sits with the force performance management approach and, crucially, the role the supervisor has in managing demand. One of his primary messages is to try to dispel the myth that Nottinghamshire does not have enough resources to meet demands.
 - The force Citizen Focus corporate standards training are championed by an extremely visible and well received ACC (territorial). Numerous interviewees commented on the positive leadership and reinforcement of the vision.
 - Numerous unsolicited positive messages of support were received from attendees at the Citizen Focus training day. These emails were requested and their contents viewed. The senders are of varying ranks and posts, including a Federation representative, and all comment on the way they have been animated by his messages to work towards better citizen-focused services.
 - Staff stated that they had all received Citizen Focus training. A good example of the positive effect of this training followed a video of the effects of crime on a real burglary victim, and the feelings they had been left with. Staff stated that since the training they now regularly call to see previous burglary victims to check how they are, which has been well received and appreciated by the victims, hence improving satisfaction and making the officers more citizen focused in the way they deals with victims.
 - Information for staff on the victim code is accessible through the intranet link: Operational Policing/CJS/Victim Code. The entry explains the origins of the code and the primary responsibilities of an officer under the code.
 - The force conducts APEX awards, which celebrate achievement, outstanding performance and excellent service by front-line staff. The awards are sponsored by Center Parcs. Each recipient receives a day's admission for six people to Center Parcs Holiday Village in Sherwood Forest, Nottingham. This includes an award that is presented to the individual who consistently demonstrates a personal commitment to the success of policing neighbourhoods. There is also an award to the individual who provides high quality service to the public that enhances the reputation of Nottinghamshire Police.
 - Four silver Citizen Focus plans from the territorial divisions have been supplied. These reflect a corporate format with a centrally designed spreadsheet within which each area can record the progress made in each of the nine sections of the silver plans. The plans are version controlled and have set milestones for the divisional

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commands to assess their progress in meeting desired outcomes. Some sections of the templates are collectively showing good progress namely:

- making it easy to contact us;
 - dealing with your initial enquiry; and
 - dealing with victims of crime.
- BCU performance in relation to satisfaction and confidence is monitored closely by the command team. BCUs are visited bi-monthly and are subject to performance scrutiny with the ACPO lead, and at the force focus meetings.
 - Positive measures have been introduced by the force particularly around keeping people informed. There is a trigger on the crime administration system to highlight when this has not been carried out at the correct time interval. Staff demonstrated a good awareness of the issues and how this had been highlighted as a source of dissatisfaction, and the force requirement to keep people informed.

Work in progress

- The force recognises that the Nottinghamshire police brand is not as strong as it could be, but is improving. An example is that letters to victims are not corporate and have different letter headers in each division. A superintendent has been given the job of producing a single corporate letter. Tell Us is now reflecting and highlighting the different divisional responses which the force can now address.
- The force documents submitted reflect a linked corporate purpose to respond to the need to "promote a customer-focused culture at all levels of the organisation" in Nottinghamshire Police. The ACC (territorial) has acted as the ACPO sponsor to generate four separate work streams around Citizen Focus, namely:
 - the 5-star project;
 - the front counter project;
 - the service improvement group; and
 - the embedding of the QoS.
- The force intends to introduce a new model for response policing from 1 April 2008 to improve service delivery to citizens in the county. As part of the research on the demand management project it became apparent that often peaks in demand exceeded the capacity of staff dedicated to purely response 24-hour policing.
- In consequence, there are plans to abandon the approach by which each part of the force works within specific parameters defining the nature of their operational responsibilities. This is known locally as the 'remit' approach. There is, in place, a six-tiered mode for response to calls from the public to ensure there will always be someone available to attend a call. This starts with a divisionally aligned first response from ordinary patrol staff stepping up to include SNT and divisional specialists and culminates with drawing on HQ-based staff to respond if needed.
- The footprint of the force campaign to improve the satisfaction levels of victims of crime and disorder is clearly evident in all of the four territorial divisions' performance meeting records. Similarly, the renewed drive to establish Citizen Focus at the centre of the force's activities can also be traced in the records to varying degrees. The city division has labelled its performance challenge as "the city division FOCUS meeting", as have A and D divisions, clearly reflecting this change of emphasis. In two of the divisions, there is a full record of BCU-level satisfaction data in each of the

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crime types across the SPI 1 range, being available for examination and discussion at the meeting.

- At least one of the divisions is consciously tracking the numbers of staff who have received Citizen Focus training and identifying where there are teams who have yet to be sent to the training (city division December 2007). Where a fuller record of the analysis of the divisional position and consequent action exists (A and D divisions), there is clear evidence of a determination to improve in customer focused areas. This can be found in specific initiatives to check the numbers of dip-samples conducted by supervisors, ensure that appropriate crime scene investigator visits take place when scheduled (A division), and improving the quality of letters sent to victims of crime (D division).

Areas for improvement

- In each of the complaints made to the Chief Constable about the quality of service given to individuals, the force wrote back very promptly to each complainant. It is notable that despite a wide range of problems and issues, each of the complainants received a virtually identical letter sent out by the Chief Constable's staff officer. This appears to be a pro forma letter, which is adjusted to give the details of the relevant officer to whom the correspondence has been sent for review or action. Given the highly publicised aim and desire to deliver bespoke services to its customers, the force may wish to consider the first contact it makes with these individuals, who may require an especially tailored response to improve their opinion of local policing services.
- The revisit workload was seen as preventing supportive activity within a cluster of SNTs as officers and PCSOs concentrated on their own workloads.

The force can demonstrate that the relevant SPIs remain stable as a minimum.

	SPI 1e		SPI 3b	SPI 3b
	Satisfaction with the overall service provided		Satisfaction of users from minority ethnic groups with the overall service provided	Gap – comparison of satisfaction for white users and users from minority ethnic groups with the overall service provided
	Difference from MSF	2005/06 to 2007/08 change	2005/06 to 2007/08 change	+/-pp
Nottinghamshire	-1.5pp	+2.2pp	-0.7pp	8.4pp

Summary statement

The SPI data shows that force performance is not significantly different than the average for the MSF.

The SPI data also shows that force performance is unchanged compared with two years ago.

Satisfaction of users from minority ethnic groups with the overall service provided is unchanged.

There is a satisfaction gap between white users and users from minority ethnic groups with the overall service provided. Users from minority ethnic groups are 8.4 percentage points less satisfied.

Where there is a gap in satisfaction with service delivery between white users and users from minority ethnic groups, the force has evidenced that it is taking action to understand and narrow the gap.

Context

The SPI statistics are obtained from the PPAFs to March 2008. These statistics are survey based and have been analysed for statistical significance, which can be explained in lay terms as follows: 'The difference in performance between the force and the average for its MSF is unlikely to have occurred by chance.'

Note: When comparing the force's performance with previous years, year-on-year statistical significance is explained as follows: 'the difference in the force performance between the years compared is unlikely to have occurred by chance.'

There is a summary of the statistical analysis methodology at Appendix 3 at the end of this report.

Victims of crime and users of police services are surveyed using Nottinghamshire Police's own user satisfaction surveys, which comply to national standards and thus allow comparison with other forces. Surveys are based on a sample size of 600 interviews per BCU.

SPI 1e – satisfaction with the overall service provided.

77.5% of people surveyed in the year ending March 2008 were satisfied with the overall service provided, which is not significantly different to the average for the MSF.

Force performance was unchanged in the year ending March 2008; 77.5% of people surveyed were satisfied with the overall service, compared with 75.3% in the year ending March 2006.

SPI 3b – comparison of satisfaction for white users and users from minority ethnic groups with the overall service provided.

Force performance was unchanged in the year ending March 2008; 68.4% of users from minority ethnic groups were satisfied with the overall service provided, compared with 69.1% in the year ending March 2006.

There is a satisfaction gap between white users and users from minority ethnic groups with the overall service provided. Users from minority ethnic groups are 8.4 percentage points less satisfied.

Where there is a gap in satisfaction with service delivery between white users and users from minority ethnic groups, the force has evidenced that it is taking action to understand and narrow the gap.

Strengths

- The percentage of satisfaction of victims has remained statistically stable compared to its MSFs over a 12-month period and over a two year period compared to itself.
- There has been a reduction in ASB and criminal damage over the last 12 months. The organisation believes this is linked to improved safer Neighbourhood Policing and Citizen Focus policing.

Work in progress

- The force is not complacent about the gap between white and BME service users and has appointed a chief inspector lead with responsibility to put measures in place to understand and narrow the gap. The force held a multi-ethnic focus group with the BME community on 23 March 2008, to examine perceived disproportionality in police action.

Area for improvement

- The impact of police/partner activity on satisfaction and confidence are not compared before and after specific problem solving. The force should consider capturing localised data prior to, and on conclusion of, problem-solving activity. This will allow BCU and local Neighbourhood Policing teams to better understand the impact of policing activity and how it may influence satisfaction and confidence, both before and after specific problem-solving initiatives.

Appendix 1: Glossary of Terms and Abbreviations

A

ACC	Assistant Chief Constable
ACO	Assistant Chief Officer
ACPO	Association of Chief Police Officers
ASB	Anti-social Behaviour
ASBO	Anti-Social Behaviour Order

B

BCS	British Crime Survey
BCU	Basic Command Unit
BME	Black and Minority Ethnic
BPA	Black Police Association

C

CDRP	Crime and Disorder Reduction Partnership
CMU	Crime Management Unit

D

DCC	Deputy Chief Constable
DV	Domestic Violence

G

GO	Government Office
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H

HICT	Head of Information and Communications Technology
HMIC	Her Majesty's Inspectorate of Constabulary
HR	Human Resources

HSE Health and Safety Executive

I

IAG Independent Advisory Group

ICT Information and Communications Technology

IIP Investors in People

IS&T Information Systems and Technology

L

LCJB Local Criminal Justice Board

LSCB Local Safeguarding Children Board

M

MAPPA Multi-agency Public Protection Arrangements

MPR Monthly Performance Review

MSF Most Similar Force(s)

N

NCRS National Crime Recording Standard

NIM National Intelligence Model

NHP Neighbourhood Policing

NPIA National Policing Improvement Agency

NSPIS National Strategy for Police Information Systems

O

OBTJ Offender brought to Justice

P

PCSO Police Community Support Officer

PFI Private Finance Initiative

PI	Performance Indicator
PIP	Professionalising the Investigative Process
PURE	Police Use of Resources Evaluation
Q	
QoSC	Quality of Service Commitment
R	
REG	Race Equality Group
S	
SARA	Scanning, Analysis, Response, Assessment
SOCA	Serious and Organised Crime Agency
SPG	Strategic Performance Group
SPOC	Single Point of Contact
T	
TCG	Tasking and Co-ordinating Group

Appendix 2: Developing Practice

<p>Inspection area: Citizen Focus – Neighbourhood Policing</p>
<p>Title: Community protection</p>
<p>Problem:</p> <p>To create truly integrated beat teams and second-tier resources incorporating the uniformed and enforcement functions of the city council, whilst overcoming vetting and security issues.</p>
<p>Solution:</p> <p>The Nottingham city BCU and city council resolved to merge the council’s community protection functions into the divisional structure and create beat teams with council officers tasked by police beat managers, working from police premises, and utilising police systems to deliver a holistic ‘one-stop shop’ for the citizen.</p> <p>City council enforcement staff were transferred to the management of the BCU in April 2007 and staff moved to police premises from April 2007, coinciding with the establishment of a community protection directorate. All city council staff participated with police colleagues in Citizen Focus training and developing an outcome-led approach to citizen issues.</p> <p>Integral to the solution was negotiating with council staff and trade unions over the use of vetting. This was necessary for the force to maintain professional standards, probity and reputation. In addition, the use of accreditation (Police Reform Act 2002) enabled the BCU to create uniformity with council staff becoming ‘semi-warranted’ and exercising a limited number of police powers.</p> <p>A communication strategy shared this process internally and a huge publicity campaign entitled ‘Safer’ was also jointly developed to promote awareness of the uniquely integrated nature of the city’s policing among the wider citizenship.</p>
<p>Evaluation:</p> <p>Learning outcomes have been extensive:</p> <ul style="list-style-type: none"> • Strong communication with stakeholders and staff has been important in maintaining a focus on citizens. • Vetting is a key obstacle to wider participation in shared services and functions. Careful and continual consultation with staff representatives and trade unions has enabled the development of a comprehensive suite of policies and practical measures to alleviate these problems. • Joint training has had strong learning outcomes for the division and produced new strategies such as ‘First impressions’, which are integrated into the local authority’s Citizen Focus training, highlighting the importance of presentation and basic courtesy for all officers. • Command officers and senior council managers need to remain actively involved in problem solving at a tactical level in the early phases of the project. This is in order to build confidence in the BCU on the validity of the project.

External validation:

Joint area review (2007)

Comprehensive performance assessment – City of Nottingham (2007)

Outcome(s):

- The city is on track to achieve public service agreement (PSA) and LAA targets.
- There is integration of council and police functions from local beat team to divisional command levels.
- There has been a sustained decrease in ASB across the city since April 2007. Confidence in policing has risen by 5% since April 2007 and public perceptions of crime and ASB have also improved, especially in priority neighbourhoods.

Force contact:

Mr Andrew Errington
Central Police Station
North Church Street
Nottingham
NG1 4BH

Inspection area: Neighbourhood Policing

Title: In force readiness assessment

Problem:

To understand the status of Neighbourhood Policing on each neighbourhood throughout Nottinghamshire.

Solution:

In order to understand what successful roll-out of safer neighbourhoods looked like, Nottinghamshire Police created 'activation criteria' which needed to be met before a neighbourhood could be deemed as delivering safer neighbourhoods.

In order for a neighbourhood to be deemed 'activated' it requires to have in place the following six components:

- a defined community;
- a dedicated team;
- a beat profile in place;
- an engagement structure to identify local priorities;
- evidence of multi-agency problem solving to tackle the local priorities; and
- a feedback mechanism.

In order to test this activation criteria a series of readiness assessments were planned. These took the form of an extended interview with the relevant beat manager sergeant. The interview consisted of a series of questions based upon the activation criteria. The answers were graded against set criteria.

The first series of interviews were conducted throughout July 2007. Once the interviews were completed a report was produced, which identified the level of activation of each of the 217 neighbourhoods and was also able to identify areas of the activation criteria which needed development at neighbourhood, divisional and force level.

The second phase of readiness assessment will be conducted by the divisions themselves. This will allow ownership of the process by the divisions and move towards the mainstreaming of safer neighbourhoods.

Evaluation:

The readiness assessment process provided a very detailed insight into the safer neighbourhood activation status of all the neighbourhoods in Nottinghamshire. The final reports provided detailed information to each division in order for them to develop action plans at local and divisional level and also highlighted the areas of development need at strategic level.

The process was time consuming, particularly when conducted by one person across the whole force. The subsequent decision to devolve this responsibility to divisional level will reduce this burden and also give divisions ownership of the process.

External validation:

The process has been recognised as good practice by the NPIA during a recent inspection and has featured on the NPIA website.

A number of forces have asked for details of the readiness assessment and have adapted the process for their own needs.

Outcome(s):

To provide a clear understanding of what successful roll-out looks like for safer neighbourhoods and create a mechanism to test progress.

Force contact:

Inspector Chris McLean, tel. 0115 9672623

<p>Inspection area: Citizen Focus – Neighbourhood Policing</p>
<p>Title: Nottingham City joint tasking process</p>
<p>Problem:</p> <p>The need to understand and tackle problems of crime and disorder using information from a wide range of different organisations and utilising a variety of skills to find solutions.</p>
<p>Solution:</p> <p>The Nottingham City BCU, along with the Nottingham City CDP developed a hot-spot tasking process that focused on geographic areas. Dedicated analytical support has been established and a weekly process introduced concentrating on the priority neighbourhood areas. A problem profile of the area including demographic data and contributions from all agencies is developed followed by an action plan led by the neighbourhood manager and the geographic inspector.</p> <p>The actions are progressed through the locality tasking structure involving partners at a neighbourhood level with a review mechanism at the CDP. The review assesses progress to date and resolves blockages, should they arise, identifying common issues for longer-term strategic work.</p>
<p>Evaluation:</p> <p>The development of the initiative has seen the following learning:</p> <ul style="list-style-type: none"> • evolution of the analytical work including demographic data and wider partner data; • focus on top neighbourhoods from a crime and ASB point of view to develop joint improvement plans; • links between CDP tasking structure and locality tasking involving neighbourhood teams so that joined-up working is in place at the neighbourhood level; and • where appropriate, a link between the top neighbourhoods and the CDP weeks of action to kick-start improvements that have had extensive national assessment and academic review. <p>External validation:</p> <ul style="list-style-type: none"> • The joint area review 2007. • The comprehensive performance assessment of Nottingham city council in 2007.
<p>Outcome(s):</p> <ul style="list-style-type: none"> • The CDP is on track to achieve PSA targets. • There is embedded joint working at both strategic and neighbourhood level. • There has been a sustained reduction in ASB across the areas and an increase in confidence in the police; six-monthly city ASB review.
<p>Force contact:</p> <p>Simon Nickless, City BCU, tel. 01159670999 ext 5009</p>

Inspection area: Citizen Focus

Title: Mystery shopper

Problem:

Nottinghamshire Police had no way of evaluating live internal and external customer experiences. We saw this as an opportunity to improve our quality of service although our budget was very limited.

Solution:

Nottinghamshire Police set an objective to measure the quality of service its customers received by measuring live customer experiences.

It was intended that a mystery shopper service would be run by corporate development with the use of volunteers already security cleared and working for Nottinghamshire Police.

Following an initial pilot, the plan involved the eventual provision of a bespoke tailor-made department or division-led commissioned internal and external service, in addition to force-wide initiatives.

Following consultation with senior managers, staff associations and force executive groups, an internal recruitment and training plan provided us with 15 volunteers and a set of scenarios designed to test front counters, switchboard and PCSOs on our streets.

The initiative was communicated in a timely manner and people were given the opportunity to discuss the expected outcomes. Our chief officer team also incorporated the message into the Citizen Focus training openings.

The mystery shopper pilot scheme ran in November 2007 and a formal report was distributed to senior managers in December 2007.

Evaluation:

The formal report evaluated every front counter and gave it a star rating measured in the following ways:

- front counter environment;
- front counter service;
- front counter overall; and
- police station telephone service.

There was a detailed breakdown of good practice and areas for improvement. Stations and individuals were presented with PDR records where good service was experienced.

Areas for improvement have now been incorporated into the quality of service project and fed directly to area BCUs for action. The reports have been well received.

Plans are now under way to progress our service to internal customers and offer a bespoke commissioned service, and interest is high.

Since our initial pilot we have had contact from City of London and Derbyshire Police. Both are interested to learn from our project to improve their quality of service.

Outcome(s):

- Quality of service has been confirmed as a priority for Nottinghamshire Police and its colleagues.
- We have identified tangible areas for improvement and are working to address these.
- Excellent quality of service has been identified and recognised publicly.
- We are becoming known as a forward thinking force with whom others want to share knowledge..
- We now have a proven method of collating real customer experiences.
- We are the first force to offer a truly bespoke commissioned service that will test external and internal customer experiences.

Force contact:

Sarah Cresswell, tel. 0115 9672951

Inspection area: Citizen Focus

Title: Leadership commitment to the integration of Citizen Focus into Nottinghamshire Police everyday business

Problem:

Nottinghamshire Police have launched a vision entitled 'Policing for you'. It is a forward thinking and bold vision created ahead of Sir Ronnie Flannagan's review of policing.

'Policing for you' – working in partnership to protect and reassure through a visible and accessible service that is flexible and responsive to community and individual needs.

The vision is underpinned by seven separate work streams each owned by a member of our ACPO team. Our commitment to the public is:

- to provide a service that we are proud to deliver;
- to deliver the service that the public expects;
- to deliver a service that understands people as individuals and their circumstances;
- to make the best use of our people and our resources; and
- together, to all be responsible and accountable for delivering our commitments.

Our command team faced the challenge of communicating the spirit of the vision to our colleagues to enable us together to be accountable for delivering our commitments.

Solution:

Some 209 one-day Citizen Focus training events were scheduled for all staff to attend. Our chief officer team committed to opening every training event accompanied by a silver lead for each of the seven work streams.

The objective was to encourage active leadership, specifically requested in our 2007 staff perception survey, to engage with staff and, with them:

- discuss what the vision was;
- consider why it was important;
- discuss what work streams underpinned the vision;
- communicate our one-team ethos;
- consider what were the consequences of not delivering on our commitments;
- decide what the organisation expected from its colleagues; and
- discuss what colleagues could expect from the organisation.

To date, over 150 training dates have been completed and each one has received personal input from our ACPO team. The time commitment for each event is approximately three hours. This is the largest training commitment our chief officer team has made, and we believe no other force has made this commitment to their Citizen Focus agenda.

Evaluation: Feedback is taken from each training session and current themes are being

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collated currently. In addition to this, informal feedback comments received personally by our ACPO team have all been positive:

“Could I please take this opportunity to thank you for your input on the course on Friday.

Even though I have always been proud to be a police officer in Nottinghamshire and enjoy my role, I left the course feeling inspired and genuinely excited.”

“I felt it was important to let you know how refreshing it was to hear that some of the difficult organisational problems are being addressed; challenging performance measures which distort our quality of service.”

“It excites me to think that we are all going to be working to an ethos that will restore that pride and as a result I am convinced the public will receive a quality service.”

“I really enjoyed the Citizen Focus training last Friday.”

“I listened to every word you said with such interest. You delivered it with a personal passion. I left the training room with enthusiasm and determined to always ‘go that extra mile!’”

One request made to police officers to book on duty with the control room had to be revoked owing to the large number of officers complying with the request and clogging up the control room. This demonstrated our message that we do have enough resources, and this strengthened our strategy of a tiered response model.

Outcome(s):

- The vision has been personally communicated to our colleagues from the chief officer team.
- Our colleagues have had the opportunity to debate the drivers behind our commitment, see its importance, and be left in no doubt over what is expected of them and what they can expect.

Force contact:

Sarah Cresswell, tel. 0115 9672951

Appendix 3: Assessment of Outcomes Using Statutory Performance Indicator Data

Context

The HMIC grading of Neighbourhood Policing and Citizen Focus for each force takes performance on the key SPIs as a starting point. These are derived from the PPAF and are survey based.

The survey results come from two different sources:

- **Neighbourhood Policing**
Results come from the BCS, which questions the general population. The annual sample size for the BCS is usually 1,000 interviews per force.
- **Developing Citizen Focus Policing**
Results come from forces' own user satisfaction surveys. The annual sample size for these user satisfaction surveys is 600 interviews per BCU.

Understanding survey results

The percentage shown for each force represents an estimate of the result if the whole relevant population had been surveyed. Around the estimate there is a margin of error based on the size of the sample surveyed (not on the size of the population).

This margin is known as a **confidence interval** and it will narrow or widen depending on how confident we want to be that the estimate reflects the views of the whole population (a common standard is 95% confident) and therefore how many people have to be interviewed. For example, if we have a survey estimate of 81% from a sample of approximately 1,000 people, the confidence interval would be plus or minus 3 and the appropriate statement would be that we can be 95% confident that the real figure in the population lies between 78% and 84%.

Having more interviewees – a larger sample – means that the estimate will be more precise and the confidence interval will be correspondingly narrower. Generally, user satisfaction surveys will provide a greater degree of precision in their answers than the BCS because the sample size is greater (1,000 for the **whole force** for the BCS, as opposed to 600 **for each BCU** for user satisfaction).

HMIC grading using survey results

In order to **meet the standard**, forces need to show no 'significant' difference between their score and the average for their MSF or against their own data from previous years. Consequently, force performance could be considered to be 'exceeding the standard' or 'failing to meet the standard' if it shows a 'significant' difference from the MSF average or from previous years' data.

HMIC would not consider force performance as 'exceeding the standard' if SPI data were travelling in the wrong direction, ie deteriorating. Likewise, credit has been given for an upward direction in SPI data even if performance falls below the MSF average.

Understanding significant difference

The calculation that determines whether a difference is statistically significant takes into account the force's confidence interval and the confidence interval of its MSF.¹ The results of the calculation indicate, with a specified degree of certainty, whether the result shows a real difference or could have been achieved by chance.

This greater level of precision is the reason why a difference of approximately two percentage points is statistically significant² in the case of the user satisfaction indicator, whereas a difference of around four percentage points is required for the BCS indicators. If the sample size is small, the calculation is still able to show a statistically significant difference but the gap will have to be larger.

[Produced by HMIC based on guidance from the NPIA Research, Analysis and Information Unit, Victoria Street, London.]

¹ The BCS results are also corrected to take account of intentional 'under-sampling' or 'over-sampling' of different groups in the force area.

² It is likely that there is a real, underlying difference between data taken at two different times or between two populations. If sufficient data is collected, the difference may not have to be large to be statistically significant.