



Staffordshire Police

Baseline Assessment

October 2006



ISBN-13: 978-1-84726-047-5

ISBN-10: 1-84726-047-0

CROWN COPYRIGHT

FIRST PUBLISHED 2006

Contents

Introduction to Baseline Assessment
Force Overview and Context

Findings

Summary of Judgements

- 1 Citizen Focus (Domain A)**
 - Fairness and Equality in Service Delivery
 - Neighbourhood Policing and Problem Solving
 - Customer Service and Accessibility
 - Professional Standards
- 2 Reducing Crime (Domain 1)**
 - Volume Crime Reduction
- 3 Investigating Crime (Domain 2)**
 - Managing Critical Incidents and Major Crime
 - Tackling Serious and Organised Criminality
 - Volume Crime Investigation
 - Improving Forensic Performance
 - Criminal Justice Processes
- 4 Promoting Safety (Domain 3)**
 - Reducing Anti-Social Behaviour
 - Protecting Vulnerable People
- 5 Providing Assistance (Domain 4)**
 - Contact Management
 - Providing Specialist Operational Support
 - Strategic Roads Policing
- 6 Resource Use (Domain B)**
 - Human Resource Management
 - Training, Development and Organisational Learning
 - Race and Diversity
 - Managing Financial and Physical Resources
 - Information Management
 - National Intelligence Model
- 7 Leadership and Direction**
 - Leadership
 - Performance Management and Continuous Improvement

Appendix 1 Glossary of Terms and Abbreviations

Introduction to Baseline Assessment

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

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

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

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

Priority Frameworks

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

- managing critical incidents and major crime;
- tackling serious and organised criminality;
- providing specialist operational support;

October 2006

- strategic roads policing;
- protecting vulnerable people;
- neighbourhood policing; and
- leadership and direction.

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

Force Amalgamations

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

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

The Grading Process

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

October 2006

Service delivery grade

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

Excellent

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

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

Good

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

Fair

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

Poor

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

Direction of Travel Grade

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

Improved

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

Stable

This denotes no significant change in performance.

Declined

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

Good Practice

In addition to assessing force performance, one of HMIC's key roles is to identify and share good practice within the police service. Much good practice is identified as HMIC conducts its assessments; in addition, each force is given the opportunity to submit examples of its good practice. HMIC has selected three of these examples to publish in this report. The key criteria for each example is that the work has been evaluated by the force and is easily transferable to other forces. (Each force has provided a contact name and telephone number, should further information be required.) HMIC has not conducted any independent evaluation of the examples of good practice provided.

Future HMIC Inspection Activity

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

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

October 2006

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

October 2006

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

October 2006

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

Force Overview and Context

Geographical Description of Force Area

Staffordshire is a diverse county stretching up to Stoke-on-Trent and the Peak District in the north and curving above the urban West Midlands in the south.

Pockets of affluence exist in the commuter belt in the south but there are also areas of extensive deprivation in the Stoke-on-Trent and Burton areas.

With a total population of just over one million, the county has pockets of high-density housing and large expanses of countryside. The single largest seats of population are Stoke-on-Trent and Newcastle in the north, the county town of Stafford in the centre and the towns of Burton and Tamworth in the east.

Staffordshire benefits from a number of key transport routes – the M6, M6 Toll, M42 and M54 all pass through the county. However, while these bring prosperity, they also assist cross-border crime – from West Midlands in the south and Manchester/Merseyside in the north – and are the source of major congestion, road traffic accidents and strategic roads policing challenges.

To address the diverse needs of such different communities, Staffordshire Police delivers its services from four basic command units (BCUs), which are, in turn, divided into a total of 23 local policing units (LPUs).

Chase Division

Stretching from Trentham in the north to Kinver in the south, Chase division includes Stafford, Stone, Cannock, Rugeley, Penkridge and Wombourne. The division is home to around 320,000 people and has three crime and disorder reduction partnerships (CDRPs) which work with police to ensure local concerns are met.

North Staffordshire Division

Covering large areas of the Peak District National Park, North Staffordshire division is home to around 220,000 people. The area is impacted by the Stoke conurbation and includes Newcastle-under-Lyme, Leek, Kidsgrove, Cheadle and Biddulph. There are two CDRPs which work with police to deal with local issues of concern.

Stoke-on-Trent Division

Stoke-on-Trent division covers 36 square miles, has a population of nearly 238,000 and is the most densely populated of the force's four policing divisions creating a major policing challenge. It covers the six historic pottery towns of Stoke, Hanley, Burslem, Longton, Tunstall and Fenton. The division is coterminous with the unitary authority of Stoke-on-Trent.

Trent Valley Division

Trent Valley division covers 300 square miles of East Staffordshire and a population of nearly 300,000 people. With headquarters (HQ) at Burton, it is split into five LPUs providing locally-based policing 24 hours a day, seven days a week. There are three CDRPs within this area. These units work from five main police stations at Burton, Tamworth, Lichfield, Chasetown and Uttoxeter, each with a public enquiry office.

Demographic Description of Force Area

The following table contains a breakdown of the population of Staffordshire in mid-2004. Figures are presented at CDRP, division and force levels.

CDRP	Population	Division	Population
Staffordshire Moorlands	94,322	North Staffordshire	217,370
Newcastle-under-Lyme	123,048		
Cannock	92,809	Chase	320,537
South Staffordshire	105,255		
Stafford Borough	122,473		
Stoke-on-Trent	238,023	Stoke-on-Trent	238,023
East Staffordshire	106,140	Trent Valley	274,679
Lichfield	94,648		
Tamworth	73,891		
Force		1,050,609	

The following table contains a breakdown of the number of households in the county and is based on mid-2003 data. The information is given for CDRPs, divisions and the force.

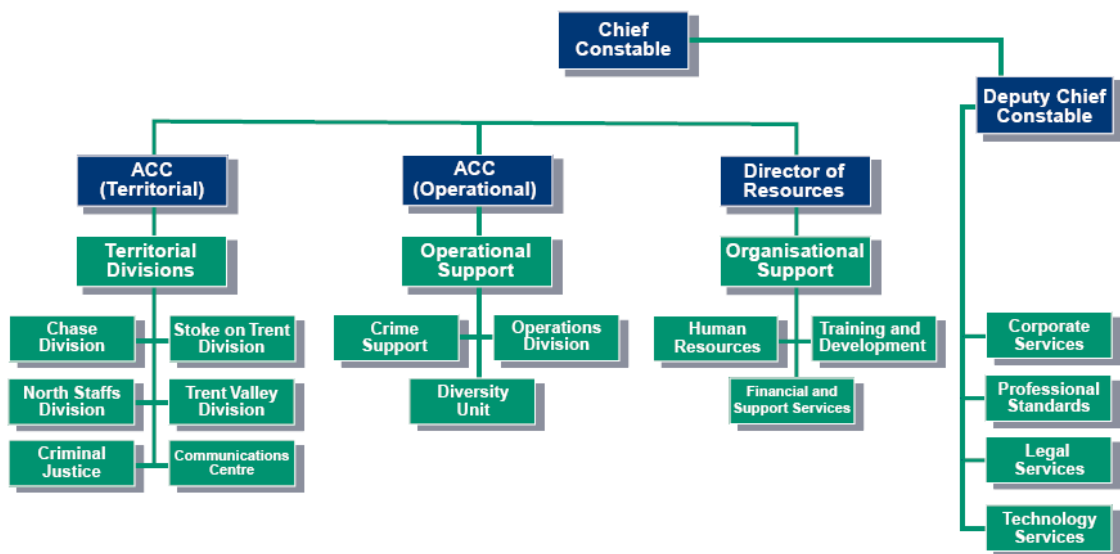
CDRP	Households	Division	Households
Staffordshire Moorlands	39,242	North Staffordshire	90,315
Newcastle-under-Lyme	51,073		
Cannock	37,524	Chase	131,435
South Staffordshire	43,118		
Stafford Borough	50,793		

October 2006

Stoke-on-Trent	98,974	Stoke-on-Trent	98,974
East Staffordshire	43,086	Trent Valley	111,270
Lichfield	38,139		
Tamworth	30,045		
Force		431,994	

Structural Description of Force including Staff Changes at Chief Officer Level

The structure of the force with its constituent departments is as follows:



The long-serving Chief Constable, John Giffard, retired in March 2006 and was replaced by the DCC, David Swift.

Strategic Priorities

Staffordshire Police is committed through its corporate strategy to promoting 'A Safer Staffordshire'. The Policing Staffordshire Strategy lays down five key strands which mirror Government aspirations for the police service:

- improving the experience of policing for those who come into contact with the police, including victims and witnesses;

- neighbourhood policing;
- effective engagement with the public;
- a real say for the public on how they are policed and provision of information to each household of information on local policing; and
- organisational and cultural change to bring about increasingly responsible services.

Impact of Workforce Modernisation and Strategic Force Development

Staffordshire Police recognises that people are the most important asset in the force and is proud to be Investors in People (IiP) reaccredited. Police officers and staff, police community support officers (PCSOs), the Special Constabulary and volunteers work together with the community to achieve the force's vision and deliver a quality service. Successful neighbourhood policing in Staffordshire uses dedicated resources with geographic ownership and accountability, intelligence-led targeting of community issues and joint problem solving by the police, partner agencies and communities.

Major Achievements

The leadership and direction of Staffordshire Constabulary has continued to develop since the last baseline assessment. The force responded positively to recent proposals for a restructured regional strategic force. The chief officer team has continued to display a strong and productive relationship with the Police Authority; this has brought stability to the force in a period of unprecedented change.

The force has significant on-going policing commitments throughout the county. The terrorist events of July last year created challenges within Staffordshire in terms of community tensions. Much work was done, and continues to be done, to monitor and manage local issues. This has been achieved through a dedicated Gold group and the setting-up of critical incident advisory groups.

The V Festival at Weston Park generated some 75,000 visitors over three days and once again passed off successfully due to detailed planning and liaison undertaken by teams of officers, police staff and festival organisers. V has gained a well-earned reputation as a trouble-free event enjoyed by all who attend.

Major Challenges for the Future

The force is committed to ensuring that citizen/customer satisfaction with the service remains a priority and will continue to measure the impact on citizen satisfaction and the levels of reassurance it provides. Where it falls short of the standards, action will be taken in order to improve. The new approach to neighbourhood policing and the Building Safer Communities project will enhance police engagement with residents' issues and problems that matter to local neighbourhoods are identified and the force continues to work in partnership to find opportunities and solutions for improvements.

October 2006

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

1 Citizen Focus (Domain A)

1A Fairness and Equality in Service Delivery

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	15	28	0

Contextual Factors

The force has a clear appreciation at all levels of the importance of fairness and equality of service delivery to the public of Staffordshire. It has developed a diversity strategy, supported by an evolving diversity action plan, which includes all strands of diversity. The race equality scheme (RES) has been rewritten in order to ensure Commission for Racial Equality (CRE) and employment requirements under the Race Relations (Amendment) Act (RRAA) are met. The force continues to recognise the challenges ahead in order to meet the transient demands of all its communities so that public confidence in the police continues to rise.

Strengths

- The assistant chief constable (ACC) (Operations) personally drives diversity issues, chairing the force equality, trust and confidence board (ETCB) and the tactical diversity group (TDG); she also line manages the new diversity unit. BCU-level activity is organised through the divisional diversity panels. Although there is a single chief officer lead on diversity matters, all executive members champion diversity matters - eg, through the executive divisional visit programme where specific messages are communicated and issues tested.
- The ETCB progresses diversity issues at a strategic level, with membership consisting of support associations and external independent members. This panel structure and approach is replicated on each of the BCUs.
- The force's RES 2005–08 has been rewritten to ensure it is CRE compliant and all of the employment requirements under the RRAA are met. Employment monitoring and service delivery are analysed at force level by the ETCB, the TDG and the Police Authority race and diversity group; monitoring at BCU level is analysed by the BCU diversity panels.
- The principal function of the force diversity unit, headed by a superintendent, is to advise, guide, support and enable the force to meet its legislative commitments on

October 2006

race and diversity issues and progress the work set out within the force diversity action plan.

- To ensure that the force is compliant with the Disability Discrimination Act (DDA) access, audits of public enquiry areas have been carried out and 22 buildings which are open to the public are now DDA-compliant. A programme of action to address the remaining buildings, or provide the service by an alternative means, is being produced.
- The recruitment process for police officers was reviewed in light of the DDA; a medical form is now sent to successful applicants at the end rather than at the beginning of the process, to minimise the risk of unintended discrimination. The occupational health unit works with individuals and human resources (HR) managers to provide reasonable adjustments for existing staff and applicants. Flexible working policies are published on the work-life balance webpage, and all requests for flexible working are monitored. A working party has been set up to conduct a workforce monitoring exercise in respect of disability, sexual orientation and religion/belief. The force is a member of the Birmingham network on disability and has been awarded a 'two tick' disability symbol for several years.
- Independent advisory groups now operate on each of the BCUs, providing command teams with access to impartial advice. Group members represent most strands of diversity and offer an important resource in critical incident management or assistance in conducting community impact assessments.
- Hate crime performance is subject to rigorous scrutiny, monitored and discussed daily so that BCUs and the force can monitor community tension. Concerns and identified tensions are fed into the National Community Tension Team and local National Intelligence Model (NIM) processes.
- The 'Promote equality, diversity and human rights in working practices' competence and the 'Respect for diversity' behaviour are included in all post profiles and are reviewed through performance development reviews (PDRs). During 2006 all staff will agree a race and diversity objective as part of their PDR. All staff have attended a two-day diversity awareness programme, which was revised in 2002 to include an input on the RRAA. The programme also includes a community visitor session where individuals talk to groups about their life experiences. These community visitors represent a range of communities and cultures, across all of the strands of diversity.
- The force has made steady progress against the performance indicators for this framework. There is a slight variation in satisfaction between and white and visible ethnic minorities surveyed in respect of overall service provided. The number of racially and religiously aggravated offenders per 1,000 population has gone up by 0.16 offences in 2005/06.

Areas for Improvement

- The ETCB and BCU diversity panels include members of staff, support associations and external independent members but the external representation at these groups is in the process of being widened to ensure it includes all six strands of diversity across all of the panels.

- The force currently records hate crime in respect of race, religion, disability and sexual orientation but not age and gender; it is working to rectify this.

1B Neighbourhood Policing and Problem Solving

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
4	18	20	1

National Position

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

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

Contextual Factors

Staffordshire Police has approached the implementation of neighbourhood policing with enthusiasm and commitment. Corporate knowledge gained from the Stoke-on-Trent pilot has assisted divisions in reshaping neighbourhoods which have been founded on consultation and partner/community engagement. The development of joint operations groups around the county has formalised engagement plans to take account of the make-up and needs of local communities. In planning consultation/engagement activities, the force has introduced 'street meetings'; these have resulted in sustainable contact and accessibility for the public to their local police officers.

Strengths

- Effective leadership and direction for neighbourhood policing are provided by the deputy chief constable (DCC) as programme sponsor for the building safer communities project; this ensures that the approach towards neighbourhood policing is sustainable in the medium to long term.
- Clear organisational processes, structures and governance, under the umbrella of Building Safer Communities project, help ACPO portfolio-holders to deliver results in line with their own areas of responsibility.

- The force is implementing neighbourhood policing using a programme management structure, co-ordinated at force level by the ACC (territorial policing). He is the senior responsible officer (programme director), supported by a chief inspector and inspector who undertake the project management role. Each division has a neighbourhood policing team, briefed on a regular basis in order to ensure consistency across the force. The programme action plan is mapped and a compliance matrix is updated regularly to check project delivery against criteria and milestones.
- Robust NIM processes support the neighbourhood approach; partnership integration within divisional NIM processes is achieved at both the strategic level and tactical level through Joint Operations Groups which address the priorities for local communities.
- The force's publication *A Safer Staffordshire* is sent to around 500,000 homes within the force area. It contains the names and contact details of all neighbourhood officers and outlines community priorities.
- The force has developed a community contact database which is being rolled out across the county; it has assisted in identifying community tension, as well as capturing public perception through interview questionnaires and informal environmental visual audits.
- Through consultation and detailed analysis of police and partner data on the pathfinder BCU, some 56 neighbourhoods have been identified, supported by six neighbourhood policing units. The delivery of many aspects of neighbourhood policing within Staffordshire has been built on current LPU structures and processes, supported by well-established community action teams consisting of dedicated community beat officers, PCSOs and special constables.
- Full implementation of the neighbourhood policing model is evident on the pathfinder BCU (Stoke-on-Trent) and has now been rolled out to all BCUs, beginning with a self-assessment process. This sharing and learning process has enabled divisions to work with each other to identify good practice and to deliver the full agenda of neighbourhood policing. ACPO members hold individuals accountable for delivery by means of robust performance management structures, scrutinised at portfolio meetings and at the neighbourhood policing project board.
- The force has formally integrated partner agencies into the programme management structure through the creation of a strategic partnership advisory group, with some local partnership representation sitting on divisional project boards.
- The force, in recent years, demonstrated a number of innovative approaches to promote community engagement. The use of street meetings in each neighbourhood, linked to the community engagement strategy, is a significant development that has created sustained public contact and transparency on delivery on local policing problems. In addition, the force uses partners and communities together (PACT) forums, safer neighbourhood interview questionnaires and environmental visual audits to identify local concerns. Issues highlighted through these initiatives are fed through the NIM process for action.

- Staffordshire Police is at an advanced stage in its development of a seven-strand performance management framework which will allow the force and its BCUs to monitor a number of indicators, including progress against local priorities, satisfaction levels, problem-solving and resource usage. It is also developing bespoke performance measures to accurately reflect the work and priorities of neighbourhood policing teams; these will be used to support the internal and external marketing of neighbourhood policing as part of the communication strategy.

Areas for Improvement

- The force recognises the need to develop integrated HR plans that incorporate recruitment of volunteers, PCSOs and special constables. Additionally, the force will need to implement a robust abstraction policy to ensure sustained neighbourhood presence.
- The force should consider ways of maximising the contribution made by volunteers to neighbourhood policing.

GOOD PRACTICE

TITLE: Neighbourhood Policing
PROBLEM: The BV review entitled 'Building Safer Communities' linked the introduction of Neighbourhood Policing (NHP) across Staffordshire with re-engineering of the corporate strategy to implement police reform.
SOLUTION: There is clear commitment towards further embedding continuous improvement and learning processes within Staffordshire, and plans have been developed to introduce robust self-assessment at divisional and departmental level across all key areas of work. The intention is that this process will be complementary to national forms of scrutiny, such as HMIC baseline, to achieve an integrated and efficient approach. NHP readiness assessments are the first critical element of this work to be trialled, with a corporately co-ordinated, locally implemented assessment process being introduced to objectively track implementation in Staffordshire. The initial national readiness assessment guide was reviewed and mapped against HMIC baseline areas, Going Local, Going Local Again and the BCU Commanders guide to NHP, to create a comprehensive and well integrated assessment framework. This enables the referencing of existing evidence gained during BCU inspections against fresh evidence and revised assessment areas that can be similarly cross referenced where appropriate. In order to provide structured opportunities to share NHP solutions and allow true examples of good practice to emerge via objective practitioner assessment, divisions have supported each other in conducting these readiness assessments, assisted by the central headquarters team. This adds a 5 th 'C' of collaboration to Best Value's four Cs.

October 2006

Tangible benefits include more objective, detailed and robust self-assessment processes due to enhanced external resource levels being committed to support the host division's assessment. These additional resources have principally come from divisional project teams, with their skills and knowledge improving through their involvement in this process. Additionally they have further shaped and influenced the process bringing further improvement. This process has also significantly enhanced communication between divisional and headquarters project teams creating a stronger team identity, further supporting the corporate drive towards continuous improvement processes within a learning environment.

This objective process has introduced greater internal transparency through the external scrutiny of peers and more accurately established a baseline understanding within the force. A clearer understanding of relevant areas of development work being undertaken within individual divisions has also enabled appropriate linkages to be identified with complementary streams of work elsewhere. Initial assessment scores varied more widely than evidence indicated and so future scoring will be conducted by the headquarters team, both validating and moderating this process across the organisation. On-line recording processes are currently being developed to support the ACPO portfolio structure that exists within the force.

OUTCOME(S): This readiness assessment process has been identified as good practice by the National Neighbourhood Policing Programme team and circulated around other forces within the region

FORCE CONTACT: Supt Mark Bates 01785 232537

GOOD PRACTICE

TITLE: 1B Supporting implementation of neighbourhood policing implementation by new design questionnaires

PROBLEM: Staffordshire Police has introduced two new developments as part of its 'Safer Neighbourhoods' initiative - the Safer Neighbourhood Interview Questionnaire (SNIQ) and Safer Neighbourhood Environmental Visual Audit (SNEVA).

SOLUTION: These products have been developed to support implementation of neighbourhood policing and to realise commitments in our community engagement strategy. Also, because they have been developed with partners, they support engagement initiatives to identify and address non-police issues. SNIQ and SNEVA can be used together as complementary facilities or independently as part of a 10-step process involving police, partners and communities in identifying and prioritising issues for action, agreeing action plans and evaluating performance against those action plans.

Data is entered onto a central database via an electronic data entry facility; standard reports using Business Objects provide summaries of the information. This process helps police and partners to initiate and formalise relationships with communities,

October 2006

encourage and support communities in participating in local problem solving, and obtain local intelligence. The SNIQ process has three key elements – Part 1 (measure local perceptions including local influence and feelings of safety; identify local issues); Part 2 (agree action with communities); Part 3 (evaluate action taken). Questionnaires are used in areas identified by local policing managers/partnership forums as priority areas or areas where the full SNIQ process is required. Decisions are based on existing local intelligence and other information, which together determine whether the full SNIQ process is necessary. SNIQs can be used either on the basis of geographical areas or in venues such as schools, places of worship, leisure centres, pubs/clubs or anywhere that it is deemed appropriate

The SNIQ process has been used to date in a number of areas in the force's Chase and Trent Valley BCUs. In each area, priorities for action have been identified and information about the precise location of the problem, the age range of those responsible, impact on life style and feelings of safety helps to define and understand issues more effectively. The process has also generated new local networks to support future, ongoing engagement and feedback not only relating to issues identified through SNIQs but also as a basis for new relationships between the police and communities. Developments from initial activity include a review of Police Authority Consultation meetings to explore how far they can be arranged to harmonise with the SNIQ process and be informed by information obtained via SNIQ/SNEVA.

OUTCOME(S): During 2006/07, the SNIQ/SNEVA will be used extensively by the force and partners. A forum has been established in Stoke-On-Trent to rationalise all environmental visual audit activity in the city into one common approach, using SNEVA as the basis for development. Extensive use of the SNIQ process will be monitored during the first six months of 2006/7 with a view to a multi-agency conference in October 2006 to consolidate learning experiences and agree the way forward.

FORCE CONTACT: Anthony Small 01785 232297

1C Customer Service and Accessibility

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	19	22	2

Contextual Factors

The force's commitment to quality of service and accessibility is reflected in the local policing plan together with the Police Authority community engagement and consultation strategy. Quality of service teams on divisions bring together all work carried out across the force which links into and assists in the development of neighbourhood policing. The force marketing strategy clearly articulates customer service standards and quality of service developments; this is communicated to the public through the force publication *A Safer Staffordshire*, and website.

Strengths

- The change programme for the delivery of the quality of service commitment (QoSC) is managed by the DCC using a robust project management structure. The force identified a 58-point action plan to improve customer satisfaction from beginning to end. Customer satisfaction data shows the force with the highest level of overall satisfaction in its most similar force (MSF) group, 83.1% against 78.7% MSF average. Improvement has also been seen on 'keeping people informed' rising to 61.7% from 57.7% against an average of 59.6% in the force's MSF.
- The force's approach to the national QoSC is project managed effectively; an extensive action plan drives customer satisfaction improvements from cradle to grave, from the first contact in call-handling activity through to victim and witness satisfaction. The plan has been divided carefully into key actions from leading members of the organisation who are delivering in a range of activities such as race and diversity, call-taking, performance development, technology services, professional standards, criminal justice and training. The QoSC is assessed as 'on target', managed at a tactical level through the QoSC working party.
- The force has been planning for the implementation of the victim code of practice for several months and all relevant processes have been reviewed and revised to ensure compliance. Improved processes for monitoring compliance, staff training, reviewing customer satisfaction and providing feedback have been fully implemented. In addition, Staffordshire operates a dedicated witness support team, led by a police sergeant, which provides close support for victims in serious or traumatic cases, all serious sexual offence cases and any other case where the victim needs increased support and protection.

- In order to enhance customer satisfaction further, the force is introducing a more detailed breakdown of customer satisfaction data by diversity (ethnicity, religion, age etc) and postcode; this will build on the community engagement activities being undertaken at neighbourhood level. This data will be analysed fully at the results stage, providing an effective benchmark for future divisional performance.
- A marketing strategy, delivered by a proactive team of HQ and divisional communications officers, helps to articulate customer service standards and quality of service project developments. The *Safer Staffordshire* newspaper is delivered to all households in the county and the force website includes service standards.
- There are over 300 police officers engaged on LPU-based neighbourhood policing, using problem-solving techniques and community engagement. The system covers every ward in Staffordshire with named, visible and accessible beat officers, all managed by sergeants and the LPU inspectors. The *Safer Staffordshire* newspaper publicises all beat officers and their contact details, and includes good news stories from the neighbourhood areas.
- The force has a single non-emergency number (SNEN) and staff in the communication centre are trained in delivering a service that equates to quality for the customer.
- Accessibility to police stations and contact with front-desk staff is good, with extensive publication of opening hours for all stations; community volunteers are used to increase the opening hours of outlying stations.
- The force uses a range of approaches to increase access, including mobile police stations and surgeries (with partners), with times being well advertised.

Work in Progress

- The force is aware that approximately 70% of the population of Staffordshire has access to the internet and that this represents a vital opportunity to enhance communication with the public. The force is in the process of purchasing a content management system which will increase local access, ease of contact and interaction.

Area for Improvement

- Although customer service and quality issues are at the forefront of all major training products, there has been no specific training to meet the QoSC. A series of one-day workshops is being developed for delivery to all managers within the force, in which quality of service is a key theme.

October 2006

1D Professional Standards

Grade	Direction of Travel
Good	Not Graded

National Grade Distribution

Poor	Fair	Good	Excellent
2	16	25	0

National Position

HMIC conducted an inspection of professional standards departments (PSDs) in every force in England and Wales, publishing the reports in January 2006.

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

Staffordshire PSD was revisited in July 2006 to review evidence from the earlier inspection and to assess the impact of initiatives that were on the point of delivery during the first inspection. The resulting report can be found on the HMIC website

http://inspectors.homeoffice.gov.uk/hmic/inspect_reports1/baseline-assessments.html

2 Reducing Crime (Domain 1)

2A Volume Crime Reduction

Grade	Direction of Travel
Fair	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
1	18	20	4

Contextual Factors

During the last few years, Staffordshire Police has reduced the levels of all key crime with effective partnership arrangements in place at both force and divisional level to contribute to sustained crime reduction. The Chief Constable provides clear leadership for volume crime reduction through the NIM process, supported by a detective superintendent who has force-wide responsibility for reducing crime and driving performance on BCUs. The current increase in violent crime can in part be attributed to the proactive stance taken by the force in relation to public order and the use of Fixed Penalty notices for disorder.

Strengths

- The four-year trend in crime shows that the priority volume offences of burglary, robbery and vehicle crime fell significantly between 2001/02 and 2004/05. This trend has continued during 2005/06.
- In 2005/06, Staffordshire recorded 10.34 burglary offences per 1,000 dwelling, below the MSF average and a 5% decrease on the previous year.
- In 2005/06, there were 12.2 vehicle crimes per 1,000 population, below the MSF average and a 2% decrease on the previous year.
- The percentage of house burglaries where the property had been burgled in the previous 12 months was 18.7% in 2005/06, compared with an average of 21.8% for the MSF group.
- There is a strong ACPO lead on volume crime reduction with a robust performance regime administered through the force performance management and strategic problem-solving group. The ACPO portfolios have recently been revised to enable the ACC to line manage all departments responsible for service delivery in relation to volume crime – BCUs, criminal justice and the communication departments – thus ensuring clear accountability for volume crime reduction. There is a daily monitoring of performance against priority targets through real-time performance information.

- Performance management processes are robust and challenging, providing clear accountability for delivery against targets. NIM products and principles are well embedded in the force structure, to ensure that decision-making is properly informed and directed towards priority activity.
- The force has sufficient analysts across departments including prolific offender units, divisions and most CDRPs. These are managed locally but the head of profession for analysis holds regular analyst forums, and quality assures products, as well as providing mentoring sessions when needed. The recent purchases of the i2 workstation and Autonomy (a fast-time, intelligent search engine) provide fast single-key research facilities for all staff, and an analytical tool for the analysts who are focusing and directing resources to exploit all information available.
- Within the tasking and co-ordination process a range of approaches are employed, notably PAT (problem analysis triangle), SARA (scan, analyse, resource and assess) and PIE (prevention, intelligence and enforcement). A strategic crime reduction unit links with the four BCU crime reduction units where crime reduction officers and architectural liaison officers are based. These members of staff utilise various Home Office toolkits to support their activity. For example, Chase Division identified a problem of high volume thefts of and from motor vehicles at an overnight truck stop. An assessment of the problem was made leading to the Night Owl Project; this led to a significant reduction in crime and as a result the project received a national Tilley award.
- BCU commanders or their deputies attend local strategic partnerships, which set the strategic direction for the CDRP responsible authorities predominately chaired by BCU commanders. At a tactical level, joint operation groups direct key partners to focus on community priorities. Chase BCU has recently introduced a partnership development unit, which involves police and partners co-locating to maximise performance. The force also plays a significant role in a myriad of partnerships including prolific offenders projects, youth offending teams, the strategic drug action team (chaired by the DCC) and the local criminal justice board (LCJB) (chaired by the Chief Constable).
- Each CDRP has employed a partnership manager to co-ordinate activities. In addition, partnership and BCU funds have been utilised to recruit co-ordinators for Neighbourhood Watch, anti-social behaviour (ASB) work, domestic violence campaigns and community speed watch. Most CDRPs have a performance analyst employed to direct partnership resources towards hot spot areas. The CDRP process is closely linked to the level 1 BCU tactical tasking and co-ordination group (TT&CG) meetings and at a tactical level at the joint operations groups.
- An independent and external assessment of the crime recording processes revealed high levels of accuracy and compliance with Home Office Counting Rules and the National Crime Recording Standard (NCRS), resulting in a Green rating.
- There is a robust bi-annual audit process and ad hoc thematic audits to underpin performance improvement. In addition, a crime managers' forum specifically discusses NCRS issues and audit results and monitors both internal and external audit action plans. This forum is chaired by the force crime manager and attended by

the force crime registrar, BCU crime managers, the communications centre manager and the senior dedicated decision-maker.

- Prolific and priority offenders (PPOs) are prioritised and fast tracked through four prolific offender groups, in partnership with probation and with the aid of other supplementary and voluntary organisations, (housing, drugs intervention, primary care trust). The selection of PPOs is carried out locally through processes involving CDRPs, and there are some commendable examples of success with particularly problematic individuals. The PPO projects have a very strong emphasis on rehabilitation and resettlement, and lapses by offenders on compliance are robustly enforced. Offenders are prioritised through the NIM and monitored through tasking and co-ordination meetings within BCUs. Staffordshire is closely involved in national development work with PPOs as a member of the Home Office working group, pioneering work in relation to the targeting and sharing of cross-border PPOs.

Work in Progress

- Violent crime figures have had a significant impact on the force's all crime performance and is an area where the force has applied major effort. A strategic decision to promote the use of penalty notices for disorder has had considerable operational benefits and realised positive outcomes for communities, reducing incidents of serious violence offences and maintaining order within town centres. However, this proactive approach has resulted in an increase in the number of offences recorded, distorting the force's performance in both all crime and violence categories.

Areas for Improvement

- The force does not have a comprehensive range of crime reduction strategies, and its system of 'crime type champions' could be developed further to reflect good practice nationally.
- For all recorded crime, Staffordshire recorded 99.4 crimes per 1,000 population in 2005/06, an increase of 3% on the previous year and above the MSF average of 93.8 crimes per 1,000 population.
- The number of violent crimes in public places has increased by 23.4%, taking the force above its MSF group average. Additionally, Staffordshire recorded 25 violent crimes per 1,000 population during 2005/06, a 2% increase, which places the force above the MSF average of 20 violent crimes per 1,000 population.

3 Investigating Crime (Domain 2)

3A Managing Critical Incidents and Major Crime

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
5	17	17	4

Contextual Factors

The force continues to make significant improvements in investigating critical incidents and major crime. The major investigation department has investigated and commenced prosecutions into a wide range of major investigations over and above the homicides. During 2005, a significant review of crime support division resulted in the realignment of certain roles and functions to maximise resources in order to more effectively target level 2 criminality.

The force continues to develop its intelligence capability and has established effective processes to comply more fully with NIM. Further investment in technology has been made to enhance both the investigative and risk assessment processes - eg, GUARDIAN (the force public protection IT system), COMPACT (Community Policing and Case Tracking System), ViSOR (Violent and Sex Offenders Register).

Strengths

- The force's strategic assessment predicts levels of threat for the relevant strategic tasking period and is linked to both force and BCU-level policing plans. The process includes formal risk analysis and threat assessment around crime, criminality, geographical area communities and counter-terrorism.
- The availability of a dedicated and fully staffed major investigation team has successfully minimised the impact of major investigations on territorial policing divisions. The force has comprehensive (24/7) cover for major crime incidents which includes sufficient firearms assets to meet planned and spontaneous incidents, trained staff, systems and equipment. Duty inspectors have 24-hour access to two superintendents for tactical and strategic advice, and call-out support as needed.
- The force undertakes daily community impact assessments which highlight community tensions that may require level 1 or 2 resources. The current strategic assessment includes detailed sections on intelligence analysis results relating to vulnerable persons, domestic extremism and associated criminality. Firearms

intelligence is risk assessed by firearms commanders and, where appropriate, action plans are implemented to prevent critical incidents.

- The major investigation department has a cadre of senior investigating officers (SIOs) to lead all major investigations; they also advise local investigation teams dealing with serious crime. The principal SIO takes on the most complex investigations and ensures that any SIO allocated to lead has the relevant skills and experience.
- The major investigation department includes a small audit and review team with a widening remit which includes the review of ongoing major investigations, 'anniversary' crime reviews, cold case and Part 8 reviews (of child abuse investigations). The team has established recording mechanisms to capture and monitor all major investigation milestones and outcomes. The review team and principal SIO monitor recommendations from the team's work to ensure full implementation.
- The head of crime and operations conducts a daily scrutiny of incidents to identify those with the potential to become critical. Those incidents that are deemed potentially critical are responded to with Gold groups chaired by an ACPO officer. Structured debriefs of critical incidents are undertaken so that good practice and lessons learned are disseminated.
- The force has made proactive use of warnings for people involved in or affected by major crime investigations. There is also evidence of Osman proactive work in relation to the identification of patterns and trends around homicide.
- The force continues to develop active independent advisory groups, which are now used in the management of critical incidents and development of policy.

Area for Improvement

- While it is accepted that Staffordshire has a number of collaborative arrangements with its neighbouring forces, including casualty bureau and firearms support, there are no formal arrangements with adjoining forces to provide mutual aid in terms of major crime investigative resources for periods of extraordinary demand.

3B Tackling Serious and Organised Criminality

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
7	21	13	2

Contextual Factors

The force can demonstrate a clear commitment to tackling level 2 criminality. The economic crime unit provides a focus for dismantling serious and organised crime networks by making effective use of the Proceeds of Crime Act to seize criminal assets. The success of Staffordshire's level 2 policing activity during 2005/06 can in part be attributed to effective tasking and co-ordination and appropriate use of intelligence. The thematic approach to intelligence collection has enabled the force to identify the threats posed at level 2. The quality of the intelligence is increasing as the force strives to educate the intelligence cells on divisions of the value of strategic material, as well as its tactical use.

Strengths

- The recent force strategic assessment represents an effective analysis of the threats facing Staffordshire. A number of significant emerging threats have been identified and the appropriate intelligence gaps highlighted for action. The force has adopted a 'harm reduction' approach to the targeting of organised crime groups. This is evidenced by Operation Caspar, which resulted in the disruption and dismantling of organised crime groups in Staffordshire and across the region, with ten members remanded in custody.
- The force's thematic approach to intelligence collection has enabled a greater understanding of the threats posed to the county. The investment in specialist skills, such as the covert operations team and the dedicated surveillance team, together with the intelligence development capability, provide sustained intelligence sources, which in turn increase the resilience of proactive investigations. This has led to the achievement of successful seizures and the securing of evidence against the principal organised crime groups.
- At the force level TT&CG meetings, business is divided into two sections – confidential and restricted. While there is reduced attendance at the confidential TT&CG, divisions are represented and are therefore kept informed of force-level activity to address more serious crime. NIM structures fully support the force's ability to tackle level 2 (and level 3) criminality, including a review of control strategies on a monthly and quarterly basis.

October 2006

- The West Midlands policing region benefits from the four forces working in collaboration to contribute to a regional task force. This provides regional strategic tasking resources, an intelligence group and an operational capability, and promotes effective intelligence-sharing across the region.
- The major crime unit consists of experienced level 2 personnel who are trained in surveillance and can support the dedicated surveillance team on an ad hoc basis. To complement this unit, the force has established a source handling unit and a sensitive intelligence development unit which compile the force target profiles following authorisation by the level 2 TT&CG.
- In addition to the dedicated surveillance team, the force has the capability to deploy a second team using trained staff from the major crime unit. There is a continuous programme of training to maintain the specialist skills necessary for covert operations (such as CROPs) as well as intelligence development and analytical work.
- The use of regional problem profiling on cash in transit robberies (where intelligence indicated a heightened risk of attack during November/December 2005) resulted in prevention strategies being put into place at both regional and force level which saw a significant reduction of these types of offences in Staffordshire.
- The force has delivered a significant increase in the number and value of confiscation orders, which has proven to be a successful method of disrupting and frustrating organised crime groups within Staffordshire and across the region.
- The economic crime unit undertakes financial investigation and asset recovery at both level 1 and 2. Most recently it played a major part in closing down a high profile VAT 'carousel fraud'. The unit is recognised across the force for its expertise and is available 24/7 to BCUs for advice, assistance and attendance in respect of out-of-hours cash seizures.
- Monitoring and evaluation of the performance of level 2 resources is conducted through the departmental performance review meeting. Senior managers conduct intrusive supervision and individual managers are held to account.

Work in Progress

- The force has recognised that it needs to undertake work on the use of community intelligence to produce effective links from neighbourhood policing through to level 3. To address this, a database linked to Lotus Notes and intelligence systems is being rolled out across the force, capturing community and confidential contacts.

3C Volume Crime Investigation

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
3	20	16	4

Contextual Factors

Staffordshire Police's approach to volume crime investigation embodies a robust performance management framework engaging all levels of the organisation. Personal leadership at all management levels is linked to accountable performance measurement information.

Performance is monitored against a range of indicators, not least of which are the targets set on an annual basis through a rigorous round of target-setting activity, engaging ACPO and BCU command personnel. Other measures of performance considered in the monitoring process include comparison with MSF and most similar BCUs. Staffordshire sets stretching targets in its drive to deliver continuous improvement and while detection performance remains favourable compared to the MSF group, some improvement is required to achieve year-end detection targets within the volume crime set.

Strengths

- Both ACCs have key roles in volume crime investigation. The ACC (operations) chairs the National Centre for Policing Excellence (NCPE) steering group that oversees the implementation of NCPE doctrines in areas such as volume crime, professionalising the investigative process and core investigative skills, which help to ensure high quality investigations. This ACC also chairs the forensic steering group and intelligence steering group meetings, which are formally linked to the performance management group meeting. The ACC (territorial policing) has overall responsibility and accountability for delivery of volume crime investigation targets. Performance is a standing agenda item at the BCU commanders' meeting held every four weeks, and the ACC regularly attends BCU performance and level 1 TT&CG meetings.
- Staffordshire has continued to achieve strong performance in the overall detection of crime in comparison to its MSF group, although two of the five crime categories show a slight decrease against its own performance in the previous year. Despite this small reduction in performance, the force is still above its MSF average for all but vehicle crime detections.
- The sanction detection rate for violence offences has increased by 2.63% during 2005/06, which places the force above the MSF average.

- The sanction detection rate for robbery offences rose again this year by a further 3.78% to 23.98%, above the MSF average.
- The percentage of notifiable/recorded offences resulting in a charge, summons, caution or taken into consideration at court has increased again in 2005/06 to 25.51%, higher than the MSF average.
- There is full implementation of training courses for tiers 2 and 3 of the ACPO investigative interviewing programme. An investigative interviewing training strategy has been formulated together with an action plan for full implementation of the ACPO strategy. Investigative training is incorporated into the initial police learning and development programme. The programme ensures that all student officers will be trained to tier 2 of investigative interviewing. All student officers are required to evidence competence in National Occupational Standards in order to access the initial crime investigators development programme, the gateway for appointment as detective constables to CID.
- The force's economic crime unit has the second best performance in its MSF in respect of cash forfeitures, assisted by a force-wide awareness programme involving the Crown Prosecution Service (CPS) and the Court Service.
- At BCU level, performance monitoring and the ability to activate early interventions are assisted through scrutiny of real-time data at daily management meetings, Level 1 and 2 TT&CG processes and the use of team-based detection targets and audit.
- All BCUs have invested in priority crime units and the force has adopted principles learnt from Operation Converter to fast track forensic identifications of offenders, in order to secure early and multiple detection opportunities.
- Performance measurement is built on robust incident and crime recording systems, which have achieved an overall NCRS Green rating following an external audit. A challenging internal inspection and audit process supports these systems and action plans drive continuous improvement.
- One member of staff in the FIB researches suspicious activity reports (SARS) on the ELMER database. Using other intelligence databases and information sources, target packages are created in respect of proactive money laundering and cash confiscations at both level 1 and 2.

Areas for Improvement

- The force does not have a crime strategy setting a clear corporate framework within which BCUs can develop appropriate local approaches; nor does it have a crime management manual or similar document setting out procedures for the whole crime recording and investigation process.
- Although the force has increased overall sanction detection rates and is in a strong position compared to its MSF, domestic burglary sanction detections have decreased by 0.65%. While this remains above the MSF average, the force should continue its focus on its detection performance against targets, bearing in mind the potential impact of statutory charging.

- While there has been a slight improvement in the attendance at scenes of burglary dwelling offences by forensic officers, the percentage of scenes visited is below the MSF average.

3D Improving Forensic Performance

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
3	16	21	3

Contextual Factors

The force has made significant additional investment in its forensic services over the last few years. Improving scenes of crime officer (SOCO) attendance at crime scenes has been a priority, delivering public reassurance to victims of volume crime as well as having the opportunity to forensically examine more scenes. The introduction of the SOCRATES system and its various applications to all areas of activity have resulted in a transparent management system. A specific application called SOCRATES.WEB enables all members of the force to have a 'read-only' facility of all activity within scientific support. The integration of scientific support into the management structure of the divisions ensures close liaison, resulting in local priorities being fully addressed.

Strengths

- The Forensic Science Steering Group benefits from a broad representation of users and stakeholders, including divisions, communications, professional standards and media and marketing. This forum, chaired by an ACC, takes an end-to-end approach to process management. A representative from the Forensic Science Service (FSS) also attends, providing an opportunity for the service and practitioners in Staffordshire to communicate directly with each other. During 2005/06 the force has seen improvements across 8 of the 14 national performance indicators and the same number of measures exceeding the MSF average.
- The scientific support manager is a member of the force performance management group and level 1 tasking group, both chaired by an ACC. SOCOs attend their respective divisional tasking meetings as well as the morning management briefing.
- The integration of scientific support into the management structures of territorial divisions ensures close liaison and effective communication, which helps to ensure that local priorities are fully addressed by scenes of crime staff. Scientific support is stable in HR terms with experienced, well-motivated staff; it is also adequately supported in budgetary terms.
- The IT system known as SOCRATES is used to monitor scene attendance and the recovery of forensic evidence from individual crime scenes. Supervisors review the comparative data to identify areas for improvement and highlight effective practice.

October 2006

The PDR system is used to follow up developmental issues. Data from SOCRATES is used within the BCU performance accountability process to drive up the conversion of forensic recovery to detections. Additionally, the use of SOCRATES. WEB allows all officers and staff access to forensic performance information.

- Quarterly management meetings take place between the force's forensic supplier, the scientific support manager, head of CID and the ACC (operations); these concentrate on strategic issues such as demand forecasting, turnaround times and forensic provider outcomes. The submissions manager authorises submissions to the forensic provider, having regard to force and divisional priorities, and its value for money. The whole of the submissions process is computerised, using a programme that is part of the SOCRATES suite and available to every member of the force, enabling officers in the case to view the progress of their submission in real time.
- Through the Forensic Science Steering Group the force has sought to improve primary and secondary detections by the introduction of Operation Converter, piloted in the Trent Valley division and now being introduced in Stoke-on-Trent. The force took part in the Home Office/Police Standards Unit Lanner initiative and invited Lanner to process map the whole of scientific support activity. Their final report identified Staffordshire as "one of best forces in forensic-led detections in both DNA and fingerprints". At that time, 22 forces had completed the process and many of the systems operated within Staffordshire were held up as good practice.
- The scientific support manager has distributed to HQ training, all divisions and all SOCOs the latest ACPO/FSS interactive DVD. Training development days are delivered to the force by FSS and senior SOCOs, who ensure that BCU staff are supported in all matters relating to forensic recovery.

Work in Progress

- The Lanner report made nine recommendations in three areas – scene conversion rates, individual performance consistency and divisional performance variation. The most significant recommendation included the identification of a large variation in the scene conversion rates between individual SOCOs, from 22.1% through to 2.7% (ie fingerprint lifts/DNA recovered converted to identification). The force average is 9.6%. The force should ensure that these differences continue to be addressed through the Forensic Science Steering Group, concentrating on individual SOCO performance with information being taken from SOCRATES (business objects universe under construction) and PDR entries to rectify the differentials.

Area for Improvement

- Performance measurement across these issues is hampered in some areas by poor data quality and data gaps. If performance is to be further enhanced, the force will need to ensure that staff understand the importance of accurate information and improve the consistency of crime number and offence dates input, enhancing the overall accuracy and completeness of reports that inform the forensic process.

3E Criminal Justice Processes

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	15	27	1

Contextual Factors

The force criminal justice department works effectively with its criminal justice partners in order to secure improvements in delivery throughout the county and is committed to providing a good service for victims and witnesses. There is a strong lead for criminal justice issues and processes by the Chief Constable through to the LCJB. To facilitate this closer working relationship with operational policing, the department has become the responsibility of the ACC (operations) along with territorial BCUs.

The CJ department has a clear performance focus in terms of the output and in the quality of service provided to the public of Staffordshire. The use of IT to focus on performance is maximised, and the force hosts visits from many other forces, who have taken on board Staffordshire's ideas for performance measurement in the criminal justice arena.

Strengths

- The force has a target of 24,464 offences brought to justice during this year. It is currently exceeding this target by over 1,000 offences on the year to date figure.
- The Chief Constable has a high profile as chair of the LCJB and the force is supported by CDRPs and other agencies to drive its strategic criminal justice aims. These aims are supported by inter-agency policies and protocols with robust monitoring arrangements.
- The head of the criminal justice department leads a large inter-agency working group and continues to develop a 'prosecution team' ethos; regular meetings are held with the chief crown prosecutor to discuss file quality, timeliness and ways to improve performance.
- The force has improved its performance on achieving local and national offences brought to justice targets. In order to monitor variations, a performance pack outlining the impact that positive disposal of cases has on these targets is reviewed and monitored at the performance management group meeting each month.
- The force continues to focus on police file quality and timeliness, now achieving a target in excess of 70%. This is prompting consideration of 'raising the bar' higher. File quality and timeliness is a standard agenda item at the joint prosecution team

October 2006

management meeting where processes and systems are reviewed to identify opportunities for improvement.

- The force has seconded one of its performance officers to the CPS to assist in developing joint performance reports, using the business objects query tool. This has allowed both agencies jointly to monitor performance and outputs from prosecution files.
- In order to meet the commitment to the effective trial management programme, the force has appointed case progression officers who work alongside staff from other agencies. They meet on a weekly basis to discuss Crown Court and magistrates' court cases, so that cases are managed efficiently and effectively through the criminal justice system.
- Staffordshire Police has developed new victim and witness surveys to identify ways of improving its service. Two victim and witness units have been established, with police and CPS staff working together to fulfil the needs of victims and witnesses.
- The officer in charge of the victim and witness units holds regular team meetings to ensure full compliance with the Victims Code of Practice. These identified that the units were under resourced, which led to the appointment of additional staff from both the CPS and police.
- The criminal justice department is performance-driven and has helped to develop effective IT links across the force, with a view to improving its contribution to overall force performance. It is focused on delivering a quality service to BCU staff, reducing administrative burdens and assisting front-line policing. All criminal justice system processes have been examined to ensure achievement of performance targets, which are scrutinised at team and departmental meetings.
- Experienced detectives act as 'gatekeepers', based in custody offices, working closely with CPS lawyers to ensure that pre-charge decisions are based on the best evidence available.
- The force can evidence good working relationships with local courts in the issue and execution of warrants. Joint police and court operations are conducted in order to arrest offenders who breach 'fail to appear' or default warrants. In support of this, a system has been created in the warrant office to share intelligence between enforcement staff and the police which helps reduce the number of outstanding warrants.
- The head of the criminal justice department is the chair of the multi-agency enforcement delivery group, which is responsible for target setting and monitoring of all 'fail to appear' warrants and proceeds of crime confiscation orders. The meetings are held every six weeks to assess performance against jointly set and agreed targets, and to produce actions plans where there is evidence of variation or deterioration in performance.
- A seven-stage, force-wide ASB policy has been ratified by partners which provides an incremental approach to tackling ASB in a proportionate manner. The full range of powers under the Anti-Social Behaviour Act 2003 are applied, while ASB guidance documents, maximising the use of ASB powers, have been disseminated widely and published on the ASB team website for easy access. The Prevent and

Deter programme also provides an incremental approach to targeting the most prolific ASB offenders.

- To assist with the use of the street bail system and to monitor police bail, Staffordshire has introduced an electronic monitoring diary system. Monthly performance packs are provided to BCUs, and items such as police bail, statutory charging and health and safety are discussed in depth at the force forum.
- The Police National Computer (PNC) staff are subject to a robust quality assurance process using random selection of work twice a month. Errors are identified, graded and recorded; identified trends are then fed back into staff training and recorded in PDRs.

Area for Improvement

- While the PNC codes of practice have been implemented, the force is yet to achieve the national target for the input of arrest/summons information within 24 hours. At the end of 2005/06, performance was 83% against the target of 90%. The force needs to ensure that it manages its processes robustly to achieve further performance improvement and meet the target.

4 Promoting Safety (Domain 3)

4A Reducing Anti-Social Behaviour (ASB)

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	8	35	0

Contextual Factors

The force and Police Authority are committed to promoting reassurance through tackling crime and disorder and reducing ASB. There are robust arrangements in place at force and divisional level to tackle ASB and the introduction of the Neighbourhood Policing model continues to assist the force in identifying underlying causes of disorder.

The force has introduced an ASB action group with responsibility for identifying and disseminating best practice and to remove strategic blocks to performance. A seven-stage approach dealing with ASB in a structured, incremental way uses the full range of powers under the Anti-Social Behaviour Act 2003.

The force has developed a national profile in responding to environmental protests, specifically animal rights and domestic extremism.

Strengths

Anti-Social Behaviour

- ASB is a force strategic priority and features in the control strategy at both force and divisional level. The force measures the number of incidents and fear of crime indicators to monitor performance. A partner agency approach to tackling ASB and its links to environmental conditions is a key role for the new neighbourhood policing teams.
- A seven-stage, force-wide ASB policy, ratified by partners, provides an incremental approach to tackling ASB in a proportionate manner. ASB guidance documents aimed at maximising the use of ASB powers have been disseminated widely and published on the ASB team website for easy access. The Prevent and Deter programme also provides an incremental approach to targeting the most prolific ASB offenders.
- The force has demonstrated its commitment to community engagement through street meetings in each neighbourhood, known as PACT forums. It also employs safer neighbourhood interview questionnaires and environmental visual audits; ASB

issues highlighted through these initiatives are fed through the NIM process for action.

- An information-sharing protocol has been agreed with partners, together with a joint working protocol with the CPS. This sets out a process for dealing with all orders on conviction, case preparation and management. It promotes the inclusion of ASB orders (ASBOs) onto PNC, together with a list of the conditions applying to each order. This is cross-referenced to a database known as the Staffordshire Police intelligence network (SPIN).
- Staffordshire's CDRPs have a theme group dedicated to targeting ASB which augments inter-agency co-operation in this area. Problem areas and individuals are identified and targeted using NIM disciplines. A whole raft of partnership action plans is being progressed; these are monitored and reviewed at regular partnership meetings. In this manner, ASB priorities are determined by the community. At a tactical level, joint operations groups have been constituted to co-ordinate and drive local partnership activities. All forums are attended by key statutory and voluntary agencies.
- Joint funding between BCU commanders and CDRPs has led to the appointment of ASB co-ordinators on each BCU, acting as a source of advice and guidance on ASB issues. A force-wide computerised ASB 'team room' has been developed and used as a conduit to share best practice and disseminate guidance notes. The force ASB action group also identifies good practice, which is circulated across the organisation through a range of force publications.
- The NIM process at both level 1 and 2 drives police and partnership activities. At a tactical level, a partnership joint operational group structure is embedded. Community intelligence is gathered during the street/PACT meetings and through the interview questionnaires, which are undertaken in person.
- Accountability for performance at a force and local level is robust; ASB performance is discussed at the performance monitoring group meeting, BCU performance meetings and force and BCU TT&CGs.
- The force invests heavily in training for officers and staff. At BCU level, ASB co-ordinators and officers have attended ASB Together seminars, while PCSOs and special constables receive a training module dedicated to ASB legislation and procedures.
- In the British Crime Survey results for January to December 2005, the public's perception of ASB in Staffordshire was lower than its MSF average.

Areas for Improvement

- The British Crime Survey data indicates that the public of Staffordshire have a higher level of perceived disorder than the other forces within its MSF group. This has worsened by 2.7% compared to 2004/05.

October 2006

4B Protecting Vulnerable People

Grade	Direction of Travel
Fair	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
8	32	3	0

National Position

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

The four areas are discrete but share a common theme – they deal with vulnerable victims where there is a high risk that an incident can quickly become critical, and where a poor police response is both life-threatening and poses severe reputational risks for the force. For this reason, the grade is an overall grade capped at the level of the weakest area of performance. Aggregating four components to a Fair grade – which is defined as being an acceptable level of service – when HMIC (and in many cases forces themselves) recognises that at least one area merits a Poor would be unsafe. This does not mean that other areas arouse similar concern.

Contextual Factors

The overall responsibility for protecting vulnerable people within Staffordshire is in the remit of the community safety department, one of the four departments within the crime support division. The community safety department is at the forefront of the force's response to protecting the needs of and enhancing the service to vulnerable people. The inextricable interdependencies of child abuse investigation, domestic violence, vulnerable groups, hi-tech crime (particularly abuse of children on the internet) and management of serious sex and violent offenders have been recognised by the force and are clearly reflected in the new structural arrangements.

Child Abuse Investigation

Strengths

- The child abuse investigation unit has officers trained in the use of the national IMPACT INI database which has significantly enhanced the force's ability to access information held by other forces throughout the country.
- The adoption of the Guardian database and back record conversion of five years worth of data have significantly enhanced the force's ability to research and establish linkages between closely-related disciplines such as domestic violence and child abuse investigation.
- In Staffordshire's case, some improvement could be made on monitoring individual caseloads and qualitative assessments of performance, but generally the force is operating at or above minimum standards, and much good practice is evident.
- Staffordshire can clearly demonstrate both a strategic and operational management structure for child abuse investigation. Child protection is centralised, based on three operational sites with a central referral unit at HQ, and is managed through the force community safety unit.
- Child protection features in the local policing plan and is a priority in the force's control strategy. The central referral unit receives, analyses and grades each referral, with an ethical crime-recording process in place. An immediate risk assessment is made to inform decision-making, with a check made of all relevant IT systems, including those of other agencies. Cases falling within the remit of the child abuse investigation unit (CAIU) are allocated to specialist trained staff on divisions, where the progress of the case is monitored and reviewed by a detective sergeant in the CAIU.
- Performance management is overseen by the ACC (operations). The force has introduced performance indicators for child abuse investigations which are monitored by the commander for crime and operations through the normal divisional accountability processes. They include information in relation to the number of referrals, case allocation, number of offenders progressed through the criminal justice system and other agency interventions.
- The force has five detective sergeants who are responsible for the management and supervision of child abuse investigations. One is based within the HQ central referral unit while the remaining four are divisional resources. They manage not more than five members of staff each, with staff deployed equitably across the divisions.
- All CAIU officers are either trained or are being trained in accordance with intermediate management of crime or intermediate management of serious crime. In addition, they have all received achieving best evidence and vulnerable witness training.
- As part of a force pilot, the remit of the central referral unit has been expanded to include other vulnerable victim groups. Currently, the force receives in the region of 60 referrals per month. Staffordshire Police recognises that this is an expanding area of work which may need to be reflected in increased resource levels in the future.

- A sudden unexplained death in infancy policy has been introduced which meets the recommendations laid out in Baroness Kennedy's report and standardises the way that officers investigate and manage infant deaths.

Areas for Improvement

- The force has established a clear accountability framework and policy for the investigation of child abuse, but current workloads in excess of 80 cases per officer per year are above the national benchmark of 60 cases per year. Additionally, while the crime and operations department monitors overall referral levels and offenders dealt with against targets, a similar approach is not used to monitor or manage the workloads of individual CAIU officers. The force needs to develop clearer guidance and instigate robust management controls to ensure that workloads for these officers are kept to an acceptable level.
- There is no clear rationale for the staffing levels of specialist officers in the CAIU, although the force is currently recruiting extra members of staff in order to ensure that the units are better resourced.
- While commending the use of performance indicators for child abuse investigation work, these could usefully be complemented by qualitative assessments as a basis for judging performance and informing improvements.

Domestic Violence

Strengths

- The force has adopted a positive arrest policy in relation to domestic violence. There has been a 44.6% increase in the number of arrests made at incidents of domestic abuse, compared with 2004/05, with the force making an arrest 100% of the time when a power to do so exists. This is well above the MSF average of 69.7%.
- The HQ community safety unit has the responsibility for force policy and strategic issues that impact on the force. On each BCU a public protection unit (PPU) deals with domestic violence and multi-agency public protection arrangements (MAPPA). There is evidence of effective information-sharing between these units. Case information from both areas of work is held within the Guardian system (the force public protection IT system) and whenever the STORM command and control system identifies a domestic violence incident, it automatically interfaces with the Guardian system to provide additional information to operational officers.

Work in Progress

- Policy in respect of domestic violence has been reviewed and refined during the past year. The domestic investigation arrest log has been introduced and is used by officers as both an investigative and risk assessment tool when attending every reported incident of domestic violence. The force is in the process of developing a training package, to be delivered by divisional training officers in order to ensure that all front-line officers fully understand their roles and responsibilities. The domestic

investigation arrest log is based on national best practice and mirrors current development proposals by the Home Office in this area.

Areas for Improvement

- The current number of domestic violence officer posts within PPUs is the same across all four BCUs irrespective of demand, leading to a significant variation in workloads between postholders. Additionally, there is no documented rationale for the current staffing levels. In the absence of national guidelines on an acceptable workload for domestic violence officers, the force needs to examine the role and responsibilities of postholders to determine an acceptable caseload per officer, and ensure that this workload is managed effectively and monitored by front-line supervisors and BCU commanders.
- There is no performance framework for domestic violence, prevention or investigation to help identify good/poor performance or practice. Such a framework would assist in identifying gaps in service provision and provide a structure for greater ownership and accountability.

Public Protection

Strengths

- The force has well-developed structures and processes in place to support MAPPA. The MAPPA team based at HQ is headed by a senior probation officer and oversees the management of violent and sex offenders.
- Each territorial division has a public protection team line managed by a chief inspector who is accountable for overseeing arrangements for those offenders assessed as low risk (level1) and chairing the level 2 (medium risk) MAPPA panels for the division.
- PPUs on divisions are made up of 12 dedicated risk assessors. The staffing levels are appropriate and take into consideration workload and resilience. The monitoring of welfare and other support needs are addressed on each division by front-line managers and discussed at quarterly risk assessors meetings, where staff are given opportunities to air issues or concerns.
- In the absence of national performance indicators for public protection, the force has introduced a suite of indicators which are monitored and reviewed by line managers and the MAPPA strategic management board.
- There is good evidence of effective partnership working across the specialisms represented within the PPU. Strategies are in place to ensure appropriate representation at multi-agency meetings. Policies are in place which clearly set out procedures for reporting, managing, responding to and investigating registered sex and violent offenders. Risk is routinely reviewed and, where issues are identified, NIM processes are used to direct and resource operations.
- Using an established timetable and framework, front-line managers meet with risk assessors to assess current cases and agree risk management plans for each

offender. These reviews are recorded and forwarded to a dedicated panel for additional risk assessment.

- Arrangements are in place to manage high-risk offenders; these follow national legislation, policy and guidelines. The arrangements are detailed in the policy document *MAPPA Duty to Co-operate; Policy and Procedure*.

Areas for Improvement

- The HQ PPU is in need of more administrative support to manage the additional workload following the implementation of the national violent and sex offender register (ViSOR) IT system.

Missing Persons

Strengths

- The ACC (operations) chairs the force NCPE steering group, which actively progresses the development of policy, guidance and procedures to support the investigation of missing persons.
- The force has developed an intranet site 'one-stop shop' for missing person issues, with access to policy, guidance and training material for all staff. Force training has been updated to reflect all recent developments relating to missing person enquiries and local training days are used to update staff on changes to policy and processes.
- BCUs now have a missing person lead who sits on the force strategic group. Operational chief inspectors/inspectors are supported in the management of these enquiries by dedicated police officers who are responsible for providing a proactive, problem-solving approach for repeat missing persons and vulnerable missing persons. The recent introduction of the national COMPACT IT system has considerably assisted the active management of missing person reports and provides greater opportunity for real-time scrutiny of investigative action.

5 Providing Assistance (Domain 4)

5A Contact Management

Grade	Direction of Travel
Excellent	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
1	18	20	4

Contextual Factors

Through investment in staff, enhanced technology and streamlined business processes, the contact centre has reduced its running cost by £200,000. This has been against a backdrop of increased qualitative and quantitative performance improvement.

The force has changed functional responsibility to recognise the significant role that the contact centre has in the provision of neighbourhood policing and has invested in consultancy, together with an in-house project team, to ensure that customer feedback is accurate and useful in designing and improving service delivery to the customer.

There is a strong performance culture within the department and this is reflected in the high levels of public satisfaction with respect to making contact with the police and the time taken to answer 999 calls.

Strengths

Performance Statistics

- The contact centre has very robust performance monitoring regime; it has improved its 999 answering performance by 1% since last year to 86.1%, with an abandoned call rate of 2.1% and customer satisfaction at 94%. Non-emergency calls are answered within or above National Call-Handling Standards (NCHS) at 91.6%, with an abandoned call rate of only 1.6%.
- The contact centre has addressed the issues raised by HMIC in last year's baseline assessment and has focused significantly on customer care and service quality while improving quantitative performance. Additionally, as a result of investment in staff, enhanced technology and streamlined business processes, the force has reduced running costs by £200,000.

Customer

- Customer focus is embedded in the force's ethos, with feedback collected from several different sources to help senior managers in the decision-making process focus on issues that promote continuous performance.
- The force integrates diversity issues by ensuring that customer surveys are analysed and broken down to explore diversity issues; for example, free text analysis of customer comments identified a difficulty among the Sikh community in locating the SNEN for the force. The force addressed this by means of a specific marketing campaign directed at Sikh temples.
- To complement activity in this area of business the force has used external consultancy to quality benchmark customer experiences, producing an action plan for delivery.
- Dip-sampling of qualitative performance is undertaken by managers with NCHS used as the minimum standard for staff to achieve.
- Root cause analysis of complaints received from the public is undertaken and outcomes are used to improve performance at both individual and organisational level through training and feedback.
- Public service desks have taken on the task of contacting victims of crime by telephone one month after initial contact, to inform them of the progress of their case.

Culture

- Through the Chief Constable's lead, the contact centre is placed firmly at the centre of organisational thinking and receives strong support at ACC level. The ACC has championed the implementation of recommendations from the HMIC thematic inspection, First Contact and complian with NCHS, the National Standard for Incident Recording and NCRS. Contact centre performance is a standing agenda item at all force executive meetings and planned actions are reviewed on a regular basis to ensure continual improvement in performance.
- Force-level surveys of staff are undertaken and broken down to departmental level, and results are action planned. The force also undertakes other measures to extract the views of staff through a staff suggestion scheme, staff forum, joint development days and a bi-monthly newsletter. Managers and staff attend meetings at BCUs both at strategic and tactical level. This includes performance meetings and NIM tasking meetings.
- The contact centre is fully integrated into force business with its implementation of virtual divisional control rooms, illustrating clear collaboration and joined-up working between the contact centre and BCUs. This joint working also extends to senior management who are actively involved, through monthly meetings, in discussing and deciding direction in both strategic and operational service delivery.
- The structure of the contact centre includes a call centre manager, dedicated administration and training teams and an IT administration team, together with high involvement from HR. The force is in the process of recruiting a performance manager.

Strategy

- The force has introduced a number of strategies to enhance contact centre performance, including contact management and virtual divisional control room strategies. Clear messages are communicated to staff by means of joint training days, staff meetings and publications. In support of the above, a demand management project resulted in amended shift patterns and 'tidal' staffing and recruiting. The contact management strategy was built around HMIC's First Contact thematic inspection and NCHS.
- A dedicated contact centre demand management strategy has also been in place for some time. This strategy has led to the production of amended shift patterns, forecasting demand and assisted in the annual budget-setting process.
- The contact centre has business continuity and disaster recovery plans which have been tested in full during the last year, using a number of scenarios.
- To supplement its business continuity arrangement, the force has entered into a collaborative agreement with neighbouring forces – this has been supported and tested with BT.
- The force ensures that customer feedback and staff views are factored into strategic developments. An example of this is the creation of an appointments system to manage non-urgent demand. This will assist the force in managing the likely impact of the SNEN and its integration into existing business processes.

Human Resources

- The force has a costed HR plan that is linked to the force HR strategy. It has adopted a high involvement HR approach, with robust sickness management systems which provide detailed analysis and information on abstraction management; these are proving very successful.
- The force has adopted a 'tidal' approach to recruitment, ie linked to anticipated demand and attrition rates.
- The force carries out exit interviews with every member of staff who leaves the contact centre. Senior managers in the contact centre use the information gleaned from these interviews to improve those areas identified from the interviews, such as management practices, recruitment, working environment and training.
- A 360-degree management appraisal system has been introduced to improve management quality within the contact centre.

Training, Skills and Education

- A dedicated training team delivers a range of training requirements for staff at all levels. A recent initiative saw the force employ the services of consultants to carry out work in relation to customer experience, and is using the results to carry out a training needs analysis. The resultant plan is in the process of being actioned.

- The contact centre uses trained tutors who deliver training against a set of competency standards which are used to measure, evaluate and develop individual performance.
- Middle managers have undertaken bespoke NVQ4 certification in contact centre management. In addition, an in-force leadership development programme has been introduced, and all managers have undertaken this during 2005/06.

Technology

- The force contact centre is one of the most innovative IT departments in the UK, recognised by a second place in the European Call Centre Awards (in the best use of technology category), beating many blue-chip companies in the process. It has designed a number of systems to deliver a wide range of timely information at the point of interaction, in order to assist front-line staff in the decision-making process, especially on grading of calls.
- There are numerous examples of effective use of technology to support contact management: the enhanced information system for emergency calls is integrated with the ICCS system to provide call takers with customer details; STORM command and control is continually being developed and tailored to provide prompts and geographical information; video links to the force helicopter and local authority CCTV are integrated with command and control; mobile data is being piloted in one division; text messaging is interfaced with STORM and Airwave; the automatic vehicle location system and automatic person location system are being rolled out across the force; skill-based telephony is based around geographical customer needs; and workforce management software is used to predict demand and identify appropriate staff levels.
- Non-cashable efficiency savings of £0.5m have been realised by the implementation of new technology and improved business processes. Many of these were identified through the staff suggestion scheme, which accounted for £150,000 of savings.

Management Information

- There is a strong performance culture within the contact centre. Examples include a performance focus within individual PDRs, daily performance meetings and the use of SMART boards to display performance and other relevant data. Call-handling performance and customer services are key themes in the local policing plan and annual report.
- The contact centre uses a group of measures including statistical telephony information, real-time qualitative information and customer feedback. These are broken down to individual level to facilitate reward and recognition or prompt remedial action.
- Management information is used to track historical trends, monitor improvement, inform staffing profiles and predict demand.

- Contact centre managers attend the force performance monitoring group and force Level 1 tasking meetings. They are accountable not only for their own performance measures but also for their contribution to the overall performance aims of the force.

Areas for Improvement

- The force is recruiting a workforce manager in order to enable greater strategic long-term planning; this is regarded as a key post and needs to be embedded in the contact centre support structure.
- The tidal recruitment process should aid efficient succession planning; however, there is evidence to suggest that this is not yet being implemented effectively.
- Although first contact made by the public through 999 and the force switchboard has a relatively low abandoned call rate, subsequent transfer to the contact centre has a higher abandoned rate than NCHS, at 7%; action should be taken to reduce this figure.

5B Providing Specialist Operational Support

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	23	19	1

Contextual Factors

Operational support provides a diverse range of specialist operational services in line with ACPO, Home Office and NCPE guidelines. Positive progress in respect of firearms has been made and the force is on track to meet its November 2006 target for accreditation.

The tactical planning unit is the focal point for Staffordshire Integrated Emergency Planning (SIEP) group, which ensures close county working arrangements with all city, district and county authorities alongside the emergency services and the wider health economies.

Strengths

- The threat and risk assessment for the force includes an analysis of the number and type of firearm incidents and their geographical spread across the county. This information helps to determine the number of firearms commanders, authorised firearms officers and tactical advisers as well as plan for appropriate training and equipment. Although this is conducted formally on an annual basis, it is constantly reviewed in light of force, regional and national emerging issues, which are discussed and documented via the level 2 TT&CG process.
- The force has robust performance processes which ensure the prompt review of firearms intelligence by a firearms incident commander. There is a clear, structured NIM-compliant process for the deployment of central resources to level 1 and 2 TT&CG issues.
- During the last 12 months, the force has taken a proactive approach to encouraging applications for specialist posts from a diverse cross-section of the force. Awareness days, road shows and secondments have been arranged to raise awareness and encourage applicants to the dog support unit, roads policing, tactical support and armed response vehicles.
- The SIEP group promotes close working arrangements with all city, district and county authorities alongside the emergency services. The local resilience forum (LRF), chaired by the ACC (operations), ensures co-ordination between category one and category two responders. Potential hazards and threats are analysed and evaluated and the most appropriate service takes the lead in identifying possible

solutions. Annual reviews of multi-agency and police operating plans are undertaken as a result of revised risk assessments.

- A business continuity management group, chaired by the ACC (operations) feeds directly into the command team on every division. Generic and specific emergency plans have been developed in consultation with partner agencies, through the LRF and SIEP. Major incident plans for both the force and LRF include the use of the voluntary sector. All contingency planning staff undertake accredited training and maintain their skills by attending training sessions and seminars.
- The County Council, CDRPs and police officers are developing a geographic database which contains information from a variety of agencies that is fed back into tasking and co-ordination at level 1 and 2. On a daily basis, community tension indicators are assessed and reported to HQ. The assessments are reviewed against risk and threat, which then help to determine resource allocation at the appropriate level.
- At the conclusion of a spontaneous firearms incident, face-to-face debriefs are conducted by the duty officer and the organisational learning is captured. In addition, the force has qualified debriefing staff and this approach has been extended to the family (partners) of officers involved in critical incidents.
- The performance of each specialist resource is reviewed through the crime and operations head of department meetings; these are structured to enable the ACC (operations) to attend, resulting in more effective performance management.
- The force maintains operational support in many areas including public order, body recovery, police search of area and air support. Individuals are selected according to geographical needs, specialist skills and projected requirements. The numbers are determined by a combination of specific threat and risk assessment, best value and projected force, region and national demand. This is reviewed annually so that the force can project its requirements.
- Initial response to a public order incident comes from front-line resources, with subsequent support from identified areas of the force or region. Senior and specialist support to incidents is available on a 24-hour basis, including Gold/Silver command, media, senior identification manager and casualty bureau facilities. The force regularly tests its police support unit mobilisation plans.
- The force identifies emerging public order threats that are likely to be beyond BCU resources through Operation Crimson, which also identifies highlighted community tension that could require level 1 or 2 resources. Special Branch officers complete a daily intelligence log based around vulnerable sites and all force incidents that are tagged as being of interest. These processes ensure that the force does not miss opportunities to engage with communities at an early stage to prevent disorder.
- The environmental protection unit has established national good practice in the policing of crimes and incidents associated with animal rights extremism. The force has published a guide in respect of the minimum standards of investigation for these incidents, the content of which has been adopted by Centrex in its *Guide to Policing Animal Rights Extremism*.

October 2006

- The full-time football unit has established partnerships with the county-based football clubs which ensures joined-up planning, efficient exchange of information and due consideration to staff safety. Accredited football commanders lead all these operations and, following every policed match, a debriefing process is co-ordinated and documented by the football unit so that all intelligence gathered is developed using NIM disciplines.
- The force and partner organisations have established a joint agency project group and a multi-agency website, to facilitate communication with the public in cases of emergency.

Work in Progress

- The force is working towards achieving NCPE full licence status, which should be achieved by November 2006.

Area for Improvement

- While the force has established a business continuity management working group, and assessed 142 force contingency plans against specified criteria, 75% of the continuity plans are yet to be reviewed or tested at both Gold and BCU level. Three of the 'very high' impact area plans will be subject to review and test before November 2006.
- Specialist operational support does not have its own intelligence cell; such a resource would enhance the quality of service provided in this key area.

GOOD PRACTICE

TITLE: Environmental Protest Unit (EPU)
PROBLEM: The Environmental Protest Unit (EPU) was borne out of the forces' response to protest against the building of the Birmingham Northern Relief Road.
SOLUTION: The Unit has developed the force response to a wide range of public order threats. These have ranged from animal rights extremism against Darley Oaks Farm to policing National Front and BNP activities in Stoke on Trent, and from policing the implementation of the Hunting Act 2004 to trade and labour disputes. The Unit is currently working with Cheshire Constabulary and the Highways Agency to plan a policing response to potential protest against the development of the M6 Motorway through the two counties. The EPU is highly regarded nationally in this area of policing with staff regularly assisting national units such as NETCU, NDET and NPOIU in developing and disseminating good practice both through seminars and by acting in a consultancy role with forces facing this type of threat. The Unit has also developed a range of tactical options to deal with non-violent direct action (NVDA) used by protestors, including 'tripods' and 'lock-ons'.

October 2006

As an example of the effectiveness of these tactics, early one morning in May 2005, 34 Greenpeace activists entered the Land Rover assembly plant at Solihull in the West Midlands Police area. Once inside the plant, using a range of prefabricated 'lock-on' devices, the activists locked themselves onto 14 vehicles bringing production of the vehicles to a halt. Negotiations failed and although West Midlands Police contained the situation, this required two full PSUs. At around midday, mutual aid from Staffordshire's EPU was requested and by 2pm a team of six officers arrived on site.

Staff from the Unit were quickly able to provide the Incident Commander with advice on the use of relevant legislation and offered a resolution option. Within 90 minutes of arrival on site, officers from the EPU, using appropriate equipment and the tactics developed, cut free 25 protestors who were arrested and charged with aggravated trespass, and negotiated the release of the remaining nine. Production on the Range Rover lines was able to recommence at 3.35pm, almost nine hours after protestors had first entered the plant. The cost of lost production for the affected shift was put at £3 million; West Midlands Police committed two full PSUs to the incident for eight hours.

OUTCOME(S): Following the effective and cost-efficient use of this specialist resource, West Midlands Police entered into an informal agreement with Staffordshire Police for the future provision of mutual aid in this area.

FORCE CONTACT: For further information contact Inspector David Bird on 01785 232645

5C Strategic Roads Policing

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	7	33	3

Contextual Factors

Staffordshire has identified roads policing as a priority for 2006/07. Commitment to reducing killed and seriously injured road traffic collisions (RTCs) is apparent in the road safety casualty reduction strategy, developed with partners, which contains key aspects of all parts of the national strategic assessment of roads policing. There is strong evidence of partnership working to reduce road casualties, including joint operations with the vehicle inspectorate and involvement in national safety campaigns.

Strengths

- In 2004/05, the number of RTCs resulting in death or serious injury per 1,000 population was 0.01 (8 RTCs). In 2005/06, this was still at 0.01 (although this has fallen to 6 RTCs), which is in line with the MSF average of 0.01.
- In 2004/05, the number of people killed or seriously injured in RTCs per 100 million vehicle kilometres travelled was 3.89. In 2005/06, this increased by 5.72% to 4.11 but Staffordshire remains below the MSF average of 4.98.
- The force automatic number plate recognition (ANPR) strategy has been revised and a comprehensive implementation plan introduced force-wide. ANPR strategic development, co-ordination and use are intelligence-led in line with the NIM, to ensure that both the force and region maximise intelligence opportunities.
- Roads policing and ANPR are threaded through all areas of the force control strategy. The force has recruited an analyst to the ANPR team to develop its intelligence and analytical work, and enhance road safety and casualty reduction.
- The NIM principles are incorporated into the casualty reduction problem profile and used as an intelligence tool to identify hot spots and trends.
- The collision investigation team attends all fatal or potentially fatal RTCs. All staff have professional qualifications; the team leader is used as an SIO in line with the national road death investigation manual. The team personally communicates information about its role, so far reaching in excess of 100

response team supervisors.

- The force has developed the Community Speed Watch campaign which involves local people in education on speeding and related traffic issues. Its purpose is to deter drivers from speeding in rural areas. During 2005, 3,825 drivers attended the speed awareness course, which specifically focuses on drivers exceeding the 30mph speed limit. In addition, 774 drivers attended a driver improvement scheme aimed at drivers who breach section 3 of the Road Traffic Act (minor collisions), which highlighted a lack of driving experience as being a factor. Both schemes are run in partnership with relevant local authorities.
- The force is part of a regional collaboration that provides roads policing for the West Midlands motorway network (central motorway police group).
- Proactive initiatives involving divisional resources, road crime teams, camera safety partnership and central motorway police group have focused on traffic-related enforcement and as a result there has been a substantial reduction in RTCs.
- Armed response vehicles form part of territorial divisions and as such are a divisional resource. Their deployment is managed through the duty officer and incident management unit supervisor. The PDR performance element has both qualitative and quantitative focus on force priorities and the tasking process.
- The force policy on police pursuits complies with the ACPO guidance; incidents are reviewed on a daily basis by control room supervisors and managers where risk has been identified.
- A wide range of technology is available to support casualty reduction and collision investigation, including the use of computer software which identifies trends and hot spots through intelligence analysis.
- The central motorway police group is directly linked and tasked from surrounding force operations and strategies, with shared targets and objectives in relation to disrupting criminals, road casualty reduction and counter-terrorism.
- The road risk forum has broadened its scope to focus on internal roads policing issues such as compliance with force speed policy, pursuit policy and reduction in police vehicle RTCs. The ACPO road death investigation manual has been fully implemented across the force. All specialist roles have been adopted and a full training schedule is in place to maintain a forcewide response. Family liaison training has been rolled out to both current and new members of staff.
- The force has introduced a centralised system of recording and collating speeding complaints and this has further enhanced the ability to respond to speeding issues. This is linked to RTC data and influences the location of fixed camera sites, mobile camera patrols and road design.

Area for Improvement

- The force needs to continue to improve the timeliness and quality of fatal collision files submitted to the criminal justice department. In order to achieve this, the force should consider extending the road death investigation training across territorial BCUs.

6 Resource Use (Domain B)

6A Human Resource Management

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
2	18	23	0

National Position

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

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

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

Contextual Factors

The force can evidence a strong, fully devolved and professionally qualified HR function, well supported by a central department. It recognises that people are its most important asset and are key to achieving the force's long-term goals. In 2005, a revised HR strategy was developed which outlines the objectives the department wants to achieve over the next three years in order to support policing in Staffordshire.

There is a good balance between training and operational policing needs and the force supports and consults with a whole range of staff support networks in order to develop a diverse workforce across all parts of the organisation.

Strengths

- A fully costed HR plan is produced annually which is agreed and monitored by the personnel committee of the Police Authority. The head of HR meets monthly with the chief officer team to discuss detailed progress against key performance indicators. Senior managers view the HR function as a key driver of performance and organisational development.
- Central HR is divided into specific specialist areas, with HR-qualified leads responsible for policy development and consistency assurance. BCU HR managers form part of the command teams and are integral in formulating local policing plans and ensuring that resources on the ground meet demand. Consistency is assured by coverage of this topic at the HR development group meetings.
- The head of HR attends a monthly chief officers management meeting, comprising ACPO officers, all divisional commanders and specialist heads of departments. Key HR performance indicators are presented to this meeting, including divisional breakdowns of sickness, abstraction levels and staff composition data. The HR development group meets fortnightly, bringing together senior divisional HR managers and HQ functional specialists to develop HR strategy and policy. This group also receives regular monitoring information on HR performance and agreed objectives.
- The director of resources (ACPO lead) chairs the combined occupational health, safety and welfare committee, which includes regular reviews of stress-related absence.
- The force health and safety officer meets on a regular basis with health and safety representatives on BCUs to review relevant targets and plans.
- Strategic HR activity such as occupational health case conferences are managed centrally. This promotes efficiency and makes best use of specialist resources. HR functions are supported by a computerised HR system, which is networked to all divisional HR units. The HR system interfaces with the payroll system and the National Management Information System and provides information to other operational force systems such as STORM (command and control).
- The integrated competency framework (ICF) is used in selection for all roles, and as a basis for constructing individual PDRs, which link into the force and local policing plans.
- The PDR process is owned by the director of resources, while policy is led by training and development. The PDR system is based on role profile activities and behaviours, which contain comprehensive assessment criteria for race, diversity and equality. The PDR process is an electronic system and is monitored at BCU level through HR teams. Last year's compliance rate was 85% completed within 60 days. The process contains individual development plans, which enable line managers to identify and record specific development needs linked to operational requirements.

- The force currently operates the 'tidal' 2/2/2 shift system, which provides more staff at peak times. There is a work-life balance webpage available on the force intranet, highlighting a range of relevant force policies such as flexible working.
- The force has reviewed its managing attendance policy and introduced an early intervention programme that quickly identifies problematic healthcare issues. Rehabilitation services and other support are offered to help the individual's return to work. This has had a positive effect on retention and reduction of ill-health retirements.

Work in Progress

- The force needs to increase the number of PCSOs in order to support neighbourhood policing and increase front-line policing capacity.

Areas for improvement

- The role of PCSOs needs to be reviewed in light of the likely introduction of standard minimum powers.

6B Training, Development and Organisational Learning

Grade	Direction of Travel
Excellent	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
3	11	27	2

National Position

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

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

Contextual Factors

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

- The force was graded Good in the 2005 baseline with a number of recommendations made for improvement.
- The learning and development plan for 2006/07 has now captured all training delivered across the force.
- The costed training plan for 2006/07 now contains all training activity and fully meets the requirements of Home Office Circular 44/05.
- The force's quality assurance process has now progressed to include devolved areas of training.
- The force's head of training and development is accountable for standards, costs and planning of all training.

- The force's training prioritisation process has been enhanced and is now fit for purpose.

Strengths

- The force has strong mechanisms in place to manage the L&D function with robust leadership provided by the director of resources and the head of training and development. The Police Authority is actively engaged on a regular basis with the L&D function. There is a well-established improvement plan in place to support the monitoring of performance by chief officers and the Police Authority.
- The L&D plan meets all Home Office guidance and there are clear links to operational policing priorities. This ensures a genuine client/contractor relationship, the outcomes of which are measured through a well-established evaluation process.
- The L&D function has clear communication mechanisms, which ensure that both internal and external stakeholders are consulted in a timely and appropriate manner.
- There are clear policies for recruitment, qualification and retention of all staff involved in training across the force. This is reflected in high retention rates and the production and maintenance of high quality training products.
- All roles within the force are mapped to ICF, supporting the development of training products that are clearly underpinned by National Occupational Standards, with visible links specifically to the race and diversity standards.
- The force has established strong links within the region which provide opportunities for all staff to participate in networking activities and collaborative training. Additionally, the function actively seeks involvement in projects at a national level and has a number of staff involved with national groups – ie, National Evaluation Strategy Implementation (NESIG). This facilitates the sharing of best practice on both a regional and national basis.
- The force has a well-established and robust training prioritisation process to identify key business needs. The L&D function monitors this process and supports it with PESTEL (political, economic, social, technological, environmental and legal) analysis on an annual basis.
- The L&D function has expanded its course manager process to devolved areas of training. Local training officers are now more accountable for the currency and consistency of products that they deliver, and are fully compliant with all the required quality assurance processes. HMIC considers this to be noteworthy practice.
- Due to the L&D function's well-established and robust evaluation process, clear evidence can be provided for the last four years in the areas of people results, customer results and key performance results. HMIC considers this to be noteworthy practice.
- There is a strong culture of obtaining feedback within the function in order to improve products and services. This has been achieved over the last three years through a

variety of methods – eg, formal surveys of L&D staff, 180 degree feedback facilitated by an liP assessor, force staff perception surveys and quarterly PDRs.

Work in progress

- While all role profiles are based on the ICF but in order to ensure that all staff outside the L&D function are trained in the core competences of their role, a role-specific training needs analysis document is under development.

Areas for Improvement

- While risk is assessed when developing policy and strategy through the utilisation of the PESTEL model, there needs to be a more robust mechanism for documenting the decision-making process.
- The force should review L&D operations with a view to developing environmental policies and practices.
- Staffordshire would benefit from the development of a suite of benchmarking surveys for staff, customers and stakeholders. which would provide useful data on satisfaction levels.
- The force should develop a mechanism for recording the benefits of working with consortia, partners and suppliers.

6C Race and Diversity

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	14	27	2

Contextual Factors

There is clear understanding at all levels within the force of the importance of race and diversity to organisational health. Strong chief officer lead together with a good governance structure ensures the continued development of a diverse workforce.

At the time of inspection a diversity unit had been established (some seven weeks prior to inspection) which is headed by a superintendent with a team of three individuals each leading on two strands of diversity. The unit is in the process of establishing its organisational position and role to ensure it provides the support and guidance needed for every strand of diversity to be included in all work areas and activity.

Strengths

- As at March 2006, the percentage of female police officers compared to the overall force strength was 21.78%, an improvement upon last year's figure of 21.1% and just below the national average of 22.22%.
- In 2005/06, the ratio of officers from minority ethnic groups resigning to all other officer resignations was considerably less than the national average and remained consistent with last year's performance. It reflects a strong chief officer lead, together with a good governance structure and considerable effort to promote and mainstream the development of a diverse workforce.
- The overarching strategic forum for diversity is the ETCB, chaired by the ACC (operations), which defines strategic priorities, challenges force development and maintains a strong focus on the RES and the linked diversity action plan. The ACC also chairs the supporting TDG, which drives activity across the force. Each BCU and HQ department has a diversity panel to progress diversity matters at this level.
- The diversity action plan embraces actions from the RES and the Gender Agenda; it was revised to take account of relevant recommendations from the Morris and Taylor reports on professional standards issues. Interestingly, the number of grievances raised in Staffordshire has fallen in recent years, from an average of 40 to less than 10 per year in the last two years.

- To ensure an appropriate level of well-qualified support for diversity work, the force has established a diversity unit, headed by a superintendent and with three members of staff, each of whom leads work streams on two strands of diversity, thus providing comprehensive coverage across all six strands. The unit's principal function is to advise, guide, support and enable the force to meet its legislative commitments on race and diversity issues, and to progress the work set out within the force's diversity action plan. Staff are encouraged to maintain their professional knowledge through specialist training (including the Centrex module on diversity for executive leaders), attendance at conferences and networking (national Black Police Association, etc).
- The RES 2005-08 was re-written to ensure full compliance with statutory requirements and advice from the CRE, and in particular that all the employment requirements under the RRAA are met. Monitoring of both employment and service delivery is undertaken at force level by the ETCB, the TDG and the Police Authority race and diversity group. Employment and service delivery monitoring at BCU level is conducted by the divisional diversity panels. Monitoring covers workforce profile, part-time staff, applications, promotions, training, leavers, grievances, discipline and performance assessments.
- The employment monitoring information includes gender and ethnicity while service delivery monitoring includes ethnicity, hate crime, stop and search, stops, complaints and satisfaction surveys. Analysis of relevant information is presented to the ETCB in order to identify and redress any adverse impact or disproportionality. For example, the board examines information on training and promotion, including feedback from the Objective, Structured, Performance Related Examination process, to identify any trends. The ACC is the executive lead for specialist crime and operations and conducts regular reviews to identify potential barriers to posts in these areas – one BCU recently appointed its first covert source-handler.
- The force HR plan includes objectives and targets to address under-representation. Management information is analysed and used to inform policy and practice – for example, training sessions have been introduced to address the high failure rate among minority ethnic candidates in the competency-based questionnaire assessment. Familiarisation sessions are now offered to potential female recruits to help overcome a relatively high failure rate in the fitness test (the force uses the national fitness test). A former ACC won a national diversity award in 2005/06 for the work he undertook while in Staffordshire to remove discriminatory elements from the fitness test.
- To assist in identifying good practice nationally, the key findings of the Dismantling Barriers and Breaking Through action plans were analysed and fed into force-level and divisional action plans. A full-time resource is dedicated to proactive recruitment and positive action; an example of the latter is the establishment of traineeships for minority ethnic applicants in accordance with section 37 of the RRAA. Applicants from under-represented

groups are provided with mentoring and coaching. A police trailer has been converted into a recruitment vehicle to help communicate recruitment opportunities to hard-to-reach groups and communities.

- All members of staff, including chief officers, have diversity objectives in their PDRs; the quality of the objectives and progress towards achievement is reviewed through dip-sampling during chief officer visits to divisions and through HR managers.
- The ETCB and BCU diversity panels include representation from support associations and independent external members – black and minority ethnic, faith and religion, disability, LGBT and travellers and asylum communities.
- There are a number of relevant networks including a multi-cultural association; female support network: lesbian, gay and bisexual group: Christian police association and disability representation. The groups are all involved in consultation and in analysing and monitoring information at force and BCU level, as members of the ETCB and the BCU diversity panels.
- Flexible working policies are published on the work-life balance web page and all requests for flexible working are monitored. Currently, 5% of all police officers work part-time, a figure which rises to 22% for female officers. The force is an active supporter of the Gender Agenda; the ACC (operations) is Vice-President of the British Association for Women in Policing (BAWP) and two other Staffordshire officers are on the BAWP committee.
- All staff within the force have attended a two-day diversity awareness programme; specialist training is also provided in line with specific roles and functions, for example to staff in the PSD. PSD officers received training in investigating discrimination cases – across all strands of diversity and not just race – and the training programme has been identified to other forces as good practice. The force is working to link all training to the National Occupational Standards, and in particular the race and diversity standards.
- The force uses equality of service performance indicators to monitor race and diversity issues. For more qualitative assessment, the staff perception survey asks if individuals have witnessed or experienced a range of behaviours such as persistent criticism by a line manager or homophobic comments. The results of the survey are analysed and acted upon as appropriate by the ETCB and the TDG.
- Staffordshire was awarded first place in the national Stonewall Workplace Equality Index 2006, which assessed the force against 20 criteria on the provision of a working environment that is non-discriminatory and positive on sexual orientation issues.
- The occupational health unit works with individuals and HR managers to provide 'reasonable adjustments' under the DDA; one example is a collision investigator who suffered post-traumatic stress and cannot drive or wear uniform, and now works in a plainclothes role at a station within walking

October 2006

distance from his home. The force is a member of the Birmingham network on disability and has been a 'two tick' disability symbol user for several years.

Work in Progress

- A new hate crime policy has been formulated – subject to feedback on the hate crime model of investigation, it will be signed off as force policy and all hate crime officers will undertake the relevant Centrex training course.
- From April 2006, all applications for police officer and police staff posts will monitor sexual orientation, disability and religious belief. A working party has been set up to carry out a workforce monitoring exercise in respect of disability, sexual orientation and religious belief.
- A diversity-related performance framework is being developed as part of the force's Building Safer Communities project.
- The force has made significant progress on diversity issues since the last baseline assessment, but a number of key areas in the diversity action plan need to be addressed by the target dates set. The force recognises that development effort needs to be prioritised and has given emphasis to the production of a disability equality scheme.

Areas for Improvement

- The force has made specific attempts to target under-represented groups for recruitment, with some success in respect of police officer numbers. It has been less successful in relation to police staff and special constable numbers, which have both seen reductions during 2005/06 although numbers are very small (two special constables left during the year, one to join the regulars). The force should consider extending the approach used for police officers in order to remove barriers to recruitment in these areas.
- Following the implementation of training for professional standards staff in the investigation of racial discrimination and diversity, the force has yet to measure and monitor the effectiveness through the PDR process, although plans are in place to do so.

6D Managing Financial and Physical Resources

Grade	Direction of Travel
Excellent	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
1	11	24	7

Contextual Factors

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

The Police Authority is facing increased financial pressures flowing from the operation of the national funding formula. In 2005/06, the Authority used reserves to support the budget but this option could not be exploited in 2006/07. As a consequence, resources available to BCUs and departments have increased by just over 1%. Given the level of pay inflation and other pressures, this represents a real terms reduction in these budgets. To achieve the required savings, a package of measures has been put in place including a reduction in the number of police staff, 'reverse civilianisation' – ie replacing police staff leavers with (restricted duties) police officers – reductions in overtime and some rationalisation of the fleet and estate. The force is aware that all of these measures have a potential impact on operational performance.

Strengths

- The chief officers management meeting, including the director of resources, is the focus for strategic resource management and oversees an integrated business planning process covering budgeting, operational and efficiency planning, integrated business planning and management. This is repeated at local level. The Police Authority is also involved as a key partner in the overall business planning process.
- The chief officer team meets with individual BCU and departmental management teams to assess performance, resource usage, etc on a regular basis.
- Staffordshire is an excellent example of the devolvement of resources and budgets to local BCU and HQ department commanders/managers.
- The finance department produces an annual budget resources handbook, which is an example of good practice.

- Resources are allocated using a model which reflects the national funding formula. Budget-holders have a high degree of flexibility, although targets are set to maintain police officer numbers. The monthly senior finance forum co-ordinates resource allocation and budget-setting processes.
- The resources working group looks at joined-up resource issues across the force and includes several disciplines designed to develop the understanding of how resources are linked to performance.
- There is an evident commitment to continuous improvement, including partnerships with other organisations – notably the work undertaken on leadership development with Staffordshire University, which encompasses financial management, the County Council and with other forces in the region.
- Staffordshire has an excellent record in identifying and delivering efficiency gains through its planning processes, and has consistently achieved its annual target.
- Quantitative performance indicators are included in the business plans of support services (and aligned with PPAF) and the force is developing qualitative performance indicators.
- The force has a good record in promoting sponsorship and income generation as part of its integrated business planning, assigning a member of staff to promote and administer a local charitable trust.
- Financial comparisons with the MSF group indicate that Staffordshire's expenditure is below average on various headings – the exception is transport, where the force and Police Authority are implementing change. Service costs per police officer are lower than the MSF average. However, expenditure per 1,000 population is above the MSF group, reflecting the higher than average level of policing provision in Staffordshire.
- The force makes good use of integrated business systems and is seeking to make further improvements through regional arrangements. In, for example, payroll services.
- Good use is made of national benchmarking data for support functions such as financial management, fleet management and property.
- The force participates in many national and regional procurement contracts and also uses county and partnership contracts and is working with PEPS. An annual report is presented to the Police Authority on procurement performance and the contribution to efficiencies over the previous year; the number of suppliers continues to reduce.
- The property strategy, *Building a Safer Staffordshire*, was reviewed in 2005. It has been developed in consultation with command teams, heads of specialist departments and the Building Safer Communities project team to ensure a strategic fit with the force's developing approach to policing, notably in relation to neighbourhood policing.

October 2006

- Led by the DCC, the force places great emphasis on the completion and accuracy of activity-based costing (ABC) data. The activity data is widely used in reviews and planning by management, for example the PCSO review. The planned performance model currently being developed under the Building Safer Communities project uses ABC data for analysis of resources.

Work in Progress

- The procurement section comprises only two full-time staff, which has militated against further developments in e-procurement; this issue is now being taken forward in partnership with other forces in the region.

Area for Improvement

- Storage capacity remains a problem but the force is seeking to resolve this, possibly through collaboration. Similarly, opportunities to improve the printing service are being pursued in partnership with the County Council. The new transport contract with the County Council should deliver efficiencies, to be quantified in due course.

Audit Commission: Police Use of Resources Evaluation

Force and Police Authority: Staffordshire

Element	Assessment
Financial management	3
Financial standing	3
Internal control	3
Value for money	3

Key to grades

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

The judgements are made by auditors under the code of audit practice and in accordance with guidance issued by the Audit Commission.

6E Information Management

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
1	9	31	2

National Position

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

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

Contextual Factors

The force has adopted a sound planning process that is enshrined in the information systems/information technology (IS/IT) strategy, which is a five-year technology plan recently updated and launched following a full best value review. This strategy is owned by the IS/IT steering group, which annually prioritises the implementation plan based upon local policing needs, the force control strategy, national projects and available funding. The IS/IT strategy has a flexible approach to reflect the ever-changing priorities within the force.

The force IT infrastructure is based on the adoption of a number of standards aligned to ISS4PS (national standard for information systems) and can evidence best practice in a number of key areas. The force has made good progress in improving the integration and interfacing of a number of key business applications over the past year.

Strengths

- The force has a costed information management strategy in place that is aligned to the Home Office science and technology strategy. The strategy commits the force to implementing ISS4PS as its technical standard and information sharing through the IMPACT programme of work. At the centre lies an implementation plan (road map) that provides a comprehensive set of applications to support development. The plan spans a five-year period and is prioritised year by year.
- The force has shown a willingness to engage with national products and is in the process of implementing the information technology infrastructure library (ITIL) standard for service management. The department operates a 24/7 service desk and 74% of issues are resolved at first point of call.
- The technical service department is made up of skilled and qualified staff who are able to deliver a full range of IT support to the force. The department is structured so that dedicated staff have core responsibility for IT support systems, customer service and IT development.
- The force has appointed a qualified information security officer who is responsible for integrity and confidentiality of information across the force. IT health checks, in the form of penetration testing, are carried out annually on all force core networks and systems.
- Information security is managed through the information management group which is chaired by the DCC. The group co-ordinates and delivers against community security policy, management of police information, freedom of information, data protection and vetting requirements.
- The force has successfully developed its disaster recovery capability to cover all key systems.

Areas for Improvement

- Although the technology services department is implementing ITIL and already has a service desk, there will need to be a drive to be fully ITIL incident reporting and problem management compliant by the end of the 2006/07 financial year.
- The government protective marking scheme has been implemented across the force but there is a shortfall in the security marking system on a number of legacy applications. This will be resolved during the 2006/07 financial year to make the force fully compliant.

6F National Intelligence Model

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	19	22	2

Contextual Factors

Staffordshire continues to use the NIM as a business driver for the force. An ACC drives the process by leading on the NIM working group to ensure consistent compliance with the guidance set out by the NCPE. NIM is a key part of service delivery and is well embedded within the force. This can be seen in the force tasking process, through the importance of the daily tasking and the links to the level 1 and level 2 tasking and co-ordination group meetings. All support departments have now embraced the NIM business process as part of their working practices.

Strengths

- NIM is fully integrated within the business planning and performance management of the force. The strategic cycle is timed to mesh with the planning process and strategic assessments feed into the annual policing plan and annual budget planning.
- The strategic assessment prioritises threats and opportunities identified by BCUs, departments and key external stakeholders. The force tactical assessment effectively drives the business of the force level 1 TT&CG so that decision-makers can make well-informed resource allocation decisions balanced against areas of threat to overall BCU and force performance.
- The strategic assessment is completed annually force-wide. A six-monthly review takes place that assesses progress against the intelligence requirement and progress against the control strategy that now includes at level 2 reassurance activity as well as prevention, intelligence and enforcement.
- NIM has been embedded into the force major investigations department, particularly concentrating on key intelligence products and awareness of the intelligence requirement and the role it has to play in filling the gaps highlighted. The force operates a 'bottom-up' approach to intelligence gathering from BCU level to support the 'top-down' tasking at force level.
- The force has purchased an i2 workstation for analysts, which provides integrated databases to aid the search for and retrieval of data.

- At levels 1 and 2 the force completes a risk analysis and threat assessment on targets or problems, which takes into account the level of priority and potential impact on individuals and communities. These are reviewed at each tactical assessment and formally on a quarterly basis.
- The force has recently undertaken a process whereby corporate service staff who complete telephone surveys with victims of priority crime receive training in intelligence-led policing.
- Operational staff display a good level of understanding of NIM processes. The force has a NIM website which contains information on intelligence products for use by all staff.
- NIM disciplines have been used to underpin key business processes across the force, for example in the management of dangerous and sex offenders and the work of the PSD.

Areas for Improvement

- The force has recognised that it needs to improve its capture of strategic intelligence from operational debriefings, and to raise the profile and benefits of strategic intelligence gathering.

7 Leadership and Direction

7A Leadership

Grade	Direction of Travel
Excellent	Not Graded

National Grade Distribution

Poor	Fair	Good	Excellent
0	4	35	4

Contextual Factors

The force has a clear vision for policing which is supported by a strong performance culture throughout the organisation. Corporacy is maintained through the chief officer management meeting, and the high levels of devolution ensure that the necessary challenges to the fit between demand and resources are made and resolved both on a force and BCU level. The force has developed good working relationships with the Police Authority; exemplified through a pragmatic approach to Best Value.

In common with other forces, a significant degree of chief officer time in 2005/06 was expended on proposals to create strategic forces. Staffordshire supported the concept of a West Midlands Regional force, and continues to explore opportunities for collaborative working. The maintenance of high levels of performance across the board in a period of considerable uncertainty and distraction is testament to effective leadership throughout the organisation.

Strengths

- The long-serving Chief Constable retired in 2006, having established himself as one of the service's most respected leaders and who exerted a statesman-like influence within ACPO. For the latter part of 2005/06, he undertook a national role on police reform and the DCC took on the temporary Chief Constable role.
- At the same time, one ACC was selected as a syndicate director on the 2005 strategic command course. The force and the Police Authority recognised the wider good of the service in providing support for both of these important secondments.
- During January–March 2006, all members of the executive team retained their portfolios as of the end of 2005 in order to minimise any disruption caused by the process of reverting back from temporary posts – this has proved to be a key factor in minimising the impact on the force and ensuring continuity of command in the organisation. The director of resources has been in post for nine years and is a vital component in continuity.

- The chief officer team meets monthly to cover a wide range of strategic and portfolio-related issues. A 360-degree appraisal process has been piloted successfully on one divisional senior management team and will be adopted by the chief officer team and all senior management teams.
- Further development occurs from the work done on behalf of ACPO which during the relevant period included ACPO Vice President; lead on bureaucracy; lead on football; lead on crime scene investigation; contribution to the strategic command course and regular contributions to the national senior leadership and development programme.
- The Police Authority chair has served on the Authority for a number of years and has a highly effective network with key stakeholders. His office is on the same corridor as the chief officer team and this helps in sustaining close, supportive but appropriately challenging relationships with the top team. The executive team's relationship with the Police Authority is open, professional and effective and provides support and constructive scrutiny.
- Following the Home Secretary's announcement in September 2005 that he favoured the creation of strategic forces, Staffordshire became a proponent of a strategic force for the West Midlands region. The Police Authority and chief officer team showed strong and effective leadership in balancing Staffordshire's interests – with a potentially strong case to stand alone – and those of the region as a whole. The chief officers took a long-term view that the 'stretch' from neighbourhood policing through to level 2/3 challenges, in an increasingly difficult financial climate, could best be met successfully through amalgamation.
- Staffordshire has developed over the last five years or so from being a 'middle of the road' force to one that is consistently a top quartile performer across a range of policing activities, which punches above its weight and attracts interest in its processes from other forces. Key to its success are leadership and being very good at the basics – from first response through to investigation and follow-up. Officers and supervisors pay attention to good house-keeping and rigorous compliance with standard operating procedures – while unglamorous, this pays off in terms of results. Performance management arrangements are excellent, using real-time information and encouraging innovation, empowerment and learning.
- The chief officer team visits all divisions twice a year for 'Five Exec' days, starting at an early shift briefing and spending the day informing divisional staff of developments, following up audit or inspection findings and validating work related to individual portfolios. At the end of the visit there is a full debrief and an action plan – both for the division and chief officers – which is posted on the force intranet.
- The management approach is inclusive in tone and deliberately allows a lot of scope for individual contributions. BCU commanders feel empowered and Police Federation representatives regard the Chief Constable and top team as very accessible.
- All members of the force executive are committed to raising visibility and accessibility to staff. Members of the executive are regularly accessible to all members of staff at all levels – this has often been commented on very positively by staff. The local flavour and 'caring' approach of the Chief Constable is evidenced by

October 2006

the delivery of three major change programmes without management-induced tribunals and no compulsory redundancies.

- The force was a national lead in the devolvement of responsibility, decision-making and finance to divisions. This is embedded in the culture of the force and has been identified by HMIC and others as good practice and a key factor in performance delivery. The devolved nature of the force encourages innovation and creativity and the learning culture enables good practice to be 'borrowed with pride', both within the force and from national initiatives, to enable good schemes to be rolled out quickly to deliver benefit.
- The visibility of and access to the chief officer team provides key opportunities to judge morale. In addition, there are more structured approaches, including the biennial staff perception survey, the latest of which was conducted in 2006. The force was re-accredited for a further three years by liP in October 2005; the assessment includes positive aspects in relation to morale. The Chief Constable provides regular communications to the force via *News from the Chief Constable*. Officers and members of staff are free to email members of the executive directly. Force sickness levels are a proxy indication of morale and in recent years sickness levels have fallen significantly.
- In 2005/06 Staffordshire received an award from Stonewall, a campaigning group on lesbian and gay issues, as the national winner of its Equality Index across public, private and voluntary sectors. The award relates to the creation and maintenance of a positive working environment for lesbian, gay and bisexual officers.
- The Chief Constable and all members of the executive have a role to play as champions for diversity, both within the force and across Staffordshire. This is reflected in a requirement for diversity to be included in the PDRs of all members of the executive. The ACC (operations) plays a national lead role as Vice-President of the BAWP.
- The force has developed a close working partnership with Staffordshire University to deliver accredited leadership and development courses for inspectors and above. All newly-promoted inspectors participate in these courses. A similar approach has been developed to provide in-house leadership courses for sergeants.
- The force has produced a strategic plan for 2005-08 which promotes the sharing of visions and values with key partners. In order to quality assure this process, the force has conducted a staff perception survey which has indicated high levels of knowledge and understanding on how the organisation is to develop.
- The new force strategy and plan was developed during 2005. The vision and values contained in that document are being widely circulated through the intranet, force meetings, force newspaper, focus groups, other meetings chaired by members of the force executive and by the leaders of the six force business areas. The delivery of significant elements of vision and values is being done through the major force project, Building Safer Communities. Through this project the force will deliver the Government's requirement in relation to the QoSC and the commitment to neighbourhood policing.
- The Chief Constable has communicated clearly a policy of being positive towards the media and encouraging appropriate staff at all levels to engage with the media.

October 2006

Media training, delivered by the HQ corporate communications and marketing unit, supports this with key roles such as duty officers, sergeants, detective sergeants, family liaison officers, road death investigators and leadership development programme students being targeted.

- The policing vision of the force is articulated through many communications channels. The *Safer Staffordshire* newspaper, distributed each year to around 500,000 Staffordshire homes and businesses, contained key corporate messages for the force and Staffordshire Police Authority. A post-distribution, door-to-door marketing research exercise identified that *Safer Staffordshire* had helped to improve understanding of Staffordshire Police and its work among 70% of all readers.

Work in Progress

- The Police Authority's scrutiny of performance is heavily oriented towards quantitative data; both the force and the Authority need to develop appropriate means of tapping into qualitative issues.

Areas for Improvement

- The chief officer team should consider extending its team building and development through use of external coaches and mentors.
- Better co-ordination of chief officer visits could raise further the visibility and impact of the top team; the 'Five Exec' visit days could deliver this improvement and the Chief Constable should review its effect.
- The evident commitment of chief officers to drive themselves hard and secure continuous improvement needs to be tempered by awareness that this may encourage a 'long hours' culture, to the detriment of staff welfare.

October 2006

7B Performance Management and Continuous Improvement

Grade	Direction of Travel
Excellent	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	12	26	5

Contextual Factors

Performance management is driven at the executive level throughout the organisation. This has been evidenced by the substantial performance improvements made by the force over recent years. Chief officers hold staff accountable through robust appraisal processes that are linked to force priorities.

Daily performance monitoring is undertaken against priority targets through 'livetime' performance data, crime data, criminal justice and call handling. Robust performance indicators exist across all support departments, which ensure that the performance culture is embedded within all operational service delivery across the force.

Strengths

- The Chief Constable and his team play a prominent role in communicating the vision of the force and ensuring that it is clearly understood throughout the organisation, with good use of the force intranet, newsletters, divisional and force meetings. These methods of communication help the chief officers to reinforce the importance of performance as a top priority.
- The force has integrated performance review, strategic planning and the NIM by building upon improved links between the work of analytical teams and performance.
- The NIM is fully embedded in the force. The control strategy is set following a comprehensive strategic assessment of both operational and organisational areas of business. Performance against the force control strategy is monitored at performance and strategic problem-solving group meetings. Divisional control strategies are reviewed at monthly meetings, where key performance information is fed into the tasking meetings in order to ensure that areas of concern are identified and appropriate resources are allocated.
- The force is able to demonstrate effective performance review mechanisms through an up-to-date, real-time performance intranet site that provides immediate and accurate performance figures against most targets. The performance figures can be broken down to BCU, CDRP and LPU figures, and if necessary to individual officers and staff. This information is readily available to all members of staff.

- The primary performance forum is the force performance and strategic problem-solving group. The supporting documentation for these meetings is used to inform the attendees of progress against key performance priorities and to identify any underlying causes of problems or declining performance. MSF performance comparisons are drawn out and good practice from other forces is discussed.
- Force-level specific issues that are impeding performance are tackled by the appointment of working groups and issues are progressed quickly.
- The force has been recredited by liP and invests heavily in a leadership development programme, in partnership with Staffordshire University, which is actively sponsored by all executive officers.
- Best Value is not considered as a 'bolt-on' concept but rather an integral part of programme and project management. Cost and quality are key themes of the continuous improvement cycle and internal reviews have led to genuine service improvements.
- Police Authority members sit on all key senior meetings/panels and are actively encouraged to provide comments as a 'critical friend'. They are actively involved in all aspects of the Best Value review process, including scoping meetings of the project board, and members sit on project teams to ensure independent assessment.
- The force has rigorously reviewed its internal inspection programme, which has been quality assured through the development of a combined three-year strategic plan. This has been re-designed as a web-based electronic document that allows for real-time, updated data and live feed to such websites as the LCJB and the nine CDRPs.
- All staff within the organisation have an electronically-based PDR, the objectives of which are aligned to the goals of the force.
- Criminal justice targets and performance data are shared and routinely reviewed by CDRPs and the LCJB. Chief officers chair or attend a number of multi-agency partnership meetings where criminal justice issues are addressed at the highest level.
- The ACC (territorial policing) has now taken responsibility for chairing a sub-group of the LCJB (the performance delivery group), which brings together individuals from various agencies who are responsible for performance management and target setting.
- A full range of tools is deployed to encourage senior managers to engage in self-assessment as part of the career development process; these include specialist coaches and 360-degree feedback.

Appendix 1: Glossary of Terms and Abbreviations

A

ABC	activity-based costing
ACC	assistant chief constable
ACPO	Association of Chief Police Officers
ANPR	automatic number plate recognition
ASB	anti-social behaviour

B

BAWP	British Association for Women in Policing
BCU	basic command unit

C

CAIU	child abuse investigation unit
CDRP	crime and disorder reduction partnership
COMPACT	Community Policing and Case Tracking System
CPS	Crown Prosecution Service
CRE	Commission for Racial Equality
CROP	covert rural observation post

D

DCC	deputy chief constable
DDA	Disability Discrimination Act

E

ETCB	equality, trust and confidence board
------	--------------------------------------

F

FSS Forensic Science Service

G

GUARDIAN the force public protection IT system

H

HMIC Her Majesty's Inspectorate of Constabulary

HQ headquarters

HR human resources

I

ICF integrated competency framework

IiP Investors in People

IS/IT information systems/information technology

ITIL information technology infrastructure library

L

L&D learning and development

LCJB local criminal justice board

LGBT lesbian, gay, bisexual and transgender

LPU local policing unit

LRF local resilience forum

M

MAPPA multi-agency public protection arrangements

MSF most similar force(s)

N

NCHS	National Call-Handling Standards
NCPE	National Centre for Policing Excellence
NCRS	National Crime Recording Standard
NIM	National Intelligence Model

P

PACT	police and communities together
PCSO	police community support officer
PDR	performance development review
PESTEL	political, economic, social, technological, environmental and legal
PNC	Police National Computer
PPAF	policing performance assessment framework
PPO	prolific and priority offenders
PPU	public protection unit
PSD	professional standards department

Q

QoSC	quality of service commitment
------	-------------------------------

R

RES	race equality scheme
RRAA	Race Relations (Amendment) Act
RTC	road traffic collision

S

SIEP	Staffordshire integrated emergency planning
SIO	senior investigating officer
SNEN	single non-emergency number

SOCO scenes of crime officer

T

TDG tactical diversity group

TT&CG tactical tasking and co-ordination group

V

ViSOR Violent and Sex Offenders' Register