

Her Majesty's Inspectorate of Constabulary



Inspection of West Mercia Constabulary

Professional Standards

JANUARY 2006

ISBN 1-84473-840-X

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First Published 2005

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INSPECTION OF PROFESSIONAL STANDARDS 2005

A – INTRODUCTION AND METHODOLOGY

1. Introduction

'Professional standards' within the policing context has evolved significantly in recent years, following the HMIC thematic 'Police Integrity' (1999), the establishment of an ACPO Presidential Taskforce to tackle corruption and the introduction of the ACPO Professional Standards Committee. Since 2000, virtually every force in England and Wales has significantly expanded the activities of pre-existing Complaints and Discipline Departments to include an element addressing anti-corruption, including covert investigation. These larger units are generically known as Professional Standards Departments (PSDs).

The issue of complaints holds a unique importance for HMIC in that legislation¹ creates a responsibility on Her Majesty's Inspectors (HMIs) to 'keep themselves informed' as to the handling of complaints in forces. Traditionally this has involved inspection of individual forces on a rolling programme. The advent of HMIC's annual Baseline Assessment (from 2003/04), the establishment of the Independent Police Complaints Commission (IPCC) in 2004, and a series of public inquiries have changed the professional standards landscape significantly. In view of this, HMIC decided to carry out a simultaneous programme of inspection of professional standards in all 43 English and Welsh forces to provide a comprehensive picture of current performance and identify any issues of national importance.

2. Inspection scope

While this national programme of inspection of 'Professional Standards' has focused primarily on the operation of the PSDs, and their sub-sections, it has also examined issues of professional standards in the wider policing context, and therefore touched on other departments and areas of responsibility, for example Human Resources (HR). The core elements identified nationally for examination were:

Professional Standards Department

- The umbrella department within which all 'professional standards' activities are delivered, including the investigation of complaints and misconduct and proactive anti-corruption work.

Complaints and misconduct unit

- Responsible for reactive investigations into public complaints as well as internal conduct matters.

Proactive unit

- Responsible for the intelligence-led investigation of vulnerability to or allegations of corruption.

¹ Section 15(1) of the Police Reform Act 2002

Intelligence cell

- Responsible for:
 - Overall intelligence management
 - Analysis
 - Field Intelligence
 - Financial Investigation
 - Managing risks and grading threats

Handling of civil claims, security management and personnel vetting

- Individuals or units responsible for identifying risks to the integrity of the police service manifested within civil actions, civil claims, employment tribunals, breaches of security and infiltration of the service by inappropriate personnel.

Handling 'Direction and Control' Complaints

- Processes for handling complaints relating to:
 - operational policing policies (where there is no issue of conduct)
 - organisational decisions
 - general policing standards in the force
 - operational management decisions (where there is no issue of conduct)

Impact of unsatisfactory performance and grievance

- Relevant personnel within HR and operational departments, to establish that processes exist to identify any conduct issues or organisational lessons.

NB: The above list is not exhaustive nor does every force have each of these units or responsibilities as separate functions. The inspection sought to examine as many of the identified activities as are relevant to each force.

3. Methodology

Since 2003/04, HMIC's core methodology for assessing force performance has been Baseline Assessment (BA), which consists of a self-assessment process supported by visits to forces for validation and quality assurance. BA assesses performance annually across 27² areas of policing via a framework of questions for each area. The mainstream BA process for 2004/05 was completed during spring 2005 and the results published in October 2005.

Professional Standards is one of the BA frameworks and would normally have been included in the mainstream BA activity. With the full programme of professional standards inspections scheduled for October and November 2005, however, the assessment of this framework was deferred to await their outcome.

The programme of inspections has been designed to:

- Provide a full inspection of professional standards in all England & Wales³ forces;
- Gather evidence for Baseline Assessment reports and grading of professional standards in all forces; and
- Identify key issues, trends and good practice that may have implications for professional standards on a national basis.

² Number of frameworks in the 2004/05 assessment

³ Also including British Transport Police and Ministry of Defence Police

The standard format for each inspection has included:

- The completion of self assessment questionnaires by all forces;
- Examination of documents;
- Visits to forces with group and individual interviews;
- Consultation with key stakeholders; and
- Final reports with grade.

4. Baseline Assessment grading

HMIC applies a qualitative grading to the inspection of Professional Standards. These grades are:

- Excellent
- Good
- Fair
- Poor

In allocating individual force grades, HMIC assesses all the available evidence and identifies how well the force matches an agreed set of Specific Grading Criteria. To ensure fairness and transparency in the grading process, HMIC worked with key partners in the APA, IPCC, the Home Office and ACPO to develop and agree these Specific Grading Criteria for Professional Standards.

The criteria set out expectations for a “Good” force. Grades of Fair, Good and Excellent all represent acceptable performance levels but indicate the degree to which the force has met the grading criteria. An Excellent grade indicates ‘benchmark’ performance including significant implementation of good practice.

The full grading criteria are set out in HMIC’s website at:
www.inspectorates.homeoffice.gov.uk.

The key elements appear under four headings, namely:

- **Intelligence** - *what a force knows about the health of professional standards*
 - **Prevention** - *how the force tries to improve and prevent the abuse of standards*
 - **Enforcement** - *its effectiveness in dealing with emerging problems*
 - **Capacity and Capability** – *having the resources and skills to address reactive and proactive challenges (including timely and proportionate response to lapses in professional standards)*
- The remainder of this report is set out under these headings, for ease of reference to the evidence presented.

B – Force Report

Force Overview and Context

West Mercia Constabulary is responsible for policing the counties of Shropshire and Worcestershire, and the unitary authorities of Herefordshire and Telford and Wrekin. It serves a resident population of about 1.6 million people, 2.3% of whom are of minority ethnic origin. (This equates to 483 residents to every officer.) The Constabulary covers 2,868 square miles and is the fourth largest police area in England and Wales. There are five territorial policing divisions, which are coterminous with the thirteen partnership areas.

The five divisions and their respective policing challenges are diverse, both demographically and geographically. They include the densely populated urban conurbation on the edge of Birmingham, together with city areas such as Worcester, and sparsely populated rural areas in the remainder of the Force area. Local policing services are delivered by 31 sectors; each headed by an inspector. Police officer strength in November 2005 was 2,425 police officers, 1,675 police staff, 293 special constables and 85 community support officers.

The Force headquarters is located at Hinlip Hall, near to Droitwich and Worcester. It is here that the chief officer team is located. The chief officer team comprises the Chief Constable, who joined the Constabulary in August 2003; Deputy Chief Constable (DCC) (who was about to retire at the time of inspection); two Assistant Chief Constables (ACC), responsible for territorial operations and specialist operations and a police staff director holding the portfolio of administration and finance. There is also a director of organisation and strategy whose role includes managing the 4000+ programme. In this programme the chief constable has set out his vision for the Constabulary and has given a clear indication of his values. These are set out in the chief constable's four key principles: performance focus, integrity, embracing diversity and quality people. This vision reflects and encompasses the 4000+ police officers, police staff and volunteers working within the Constabulary.

Professional standards

The DCC holds portfolio responsibility for professional standards. (At the time of inspection the current DCC was about to retire and was in the process of handing over to his successor – consequently all references to the DCC in the report refer to the former.) The professional standards department (PSD) consists of a chief superintendent (head of department), a superintendent who manages the intelligence development unit and information compliance unit and a chief inspector who manages complaints and misconduct allegations and departmental administration. The department consists of thirty-nine staff members (including the three senior managers), thirteen of which deal specifically with complaints and misconduct issues; seven are located within the intelligence development unit; ten within administration and six within information compliance.

The role of each department is defined as follows;

- The complaints and misconduct investigators are split into two offices (one at headquarters and one at Bridgnorth) and deal with reactive complaint and misconduct investigations for all staff (including police staff).

- The intelligence development units' remit is to prevent/detect offences or corruption, dishonesty and unethical behaviour; conduct proactive investigations; work to and develop the strategic assessment and manage PSD intelligence systems.
- The information compliance units' remit is to ensure Freedom of Information Act compliance; data protection compliance and information security.
- The administration department deals with the recording of complaints; IPCC liaison; misconduct hearings; liaison with complainants and officers complained of and administration for the whole department.

The PSD has recently appointed two analysts. One works within the intelligence development unit and the other is a researcher/performance analyst deployed to analysing performance and proactive approaches to learning from complaints and adverse incidents.

GRADING : GOOD

Findings

Intelligence - *what a force knows about the health of professional standards*

Strengths

- The National Intelligence Model has been adopted within the PSD. All meetings and documents supporting meetings are in place such as target and problem profiles. It is clear that the control strategy and tactical assessment is driving operational activity along with the two weekly tasking and co-ordination meeting. This meeting encompasses officers from both the reactive and proactive sides of the department. The department is also represented at force level NIM meetings such as the force tasking and co-ordination meeting.
- The PSD has a large number of its staff that are skilled and experienced in PSD investigations. The majority of the intelligence development unit are experienced detectives and have received training in financial investigation, CHIS (covert human intelligence source – informants) management and covert investigations. All investigating staff have received Regulation of Investigatory Powers Act 2000 (RIPA) training. There has been recent regional training attended by investigators in respect of dealing with racially discriminatory complaints.
- The force has developed an integrity strategy for 2005-08. Informed by various pieces of work including a vulnerability to corruption assessment in 2004 and an integrity survey, this strategy identifies actions under the headings of Prevention, Intelligence, Enforcement and Reassurance. Progress against the strategy is reviewed at the integrity strategy group chaired by the DCC.
- The Force has also completed a strategic assessment of vulnerability to corruption (based on the ACPO product) and identified the three most significant areas of vulnerability – information security; substance misuse and the wider security industry. This assessment has been forwarded to NCIS.
- Covert operations are referred to the IPCC in compliance with IPCC/ACPO protocols. The protocol was implemented soon after draft, as the Force had a covert operation to refer to.
- The force director of intelligence is responsible for overseeing all applications made under RIPA, and consequently a 'sterile corridor' between those officers collecting and acting on intelligence and the granting of such authority is maintained.

Areas For Improvement

- No intelligence areas for improvement were identified during inspection

Prevention - *how the force tries to improve and prevent the abuse of standards*

Strengths

- Chief officers of the force are very active in driving forward professional standards. Integrity is one of the four force principles. The DCC chairs the integrity strategy group that brings together divisional commanders and heads of department to discuss integrity and PSD matters and reviews complaint levels, trends, complaints of concern and lessons learnt. The Chief Constable is currently chair and the DCC is honorary secretary of the ACPO professional standards committee. The DCC undertakes departmental visits and a formal divisional/departmental review (DDR) takes place half yearly that looks at operational and business performance. There is a monthly force performance group meeting where matters relating to complaints and misconduct are reported to divisional management. The meeting examines in detail divisions or departments in turn. During inspection the PSD was the focus of the meeting.
- The Police Authority maintains a good oversight of professional standards. The Police Authority has adopted the APA Good Practice Guide in relation to complaints. Specifically the Police Authority human resources management panel (attended by the DCC and head of PSD) meets quarterly and provides scrutiny of such issues. The complaints and surveys working group is a sub-group of the Panel and members conduct regular dip checks and inspections of files with an agreed protocol for doing so utilising a template to record their findings. Police Authority members receive training and the provision of a booklet that guides them through the process. It was clear that Police Authority members are well received by PSD and consider that they feel comfortable and qualified to challenge as appropriate.
- There is an open and accessible internal and external system to make complaints via a variety of methods ranging from in person, telephone, email, fax, third party reporting and even an independent line for reporting internal allegations. Known, as "Safecall", West Mercia was the first force to use the completely independent 24/7 confidential and anonymous reporting line for all wrongdoing in the workplace. Uptake is good, and confidence in the line appears to be growing. Usage tends to fluctuate with marketing that includes posters, leaflets, emails and information sent to employee home addresses. Calls have been made regarding criminal allegations, misconduct and health and safety issues. There are plans to develop "Safecall" to conduct informed assessments of the experiences of minority staff within the Force that will inform the 2006 strategic assessment.
- The National Intelligence Model is used within the department to identify active, latent and potentially corrupt individuals. The stand-alone intelligence system and the tasking and co-ordination meeting are central to this process. Examples of target profiles were available during inspection.
- The PSD has appointed a member of its staff (inspector) as a training/learning the lessons point of contact post. This person is responsible for recycling learning from complaints and dissemination to the Force (via force orders and the PSD Intranet site) and maintaining and updating lesson plans. This process is aided by the completion of a 'lessons learnt' form attached to each complaint investigation file that the investigating officer completes. Recent examples in respect of complaints against custody staff being reduced, highlight that the process is effective.

- Proportionality of complaints in relation to ethnicity is measured by the monthly departmental performance group meeting, quarterly by the Police Authority complaints and surveys working group and half yearly by chief officers. Recent figures provided to HMIC indicate that the percentage of complainants defined as of 'unknown' origin is low compared with other forces recently inspected and have significantly improved recently following management advice to officers following concerns raised by the IPCC.
- The departmental plan is linked to the force plan and addresses the Force's four key principles, (performance focus; integrity; embracing diversity and quality people). Each PSD senior manager has a strand of the plan to drive forward. The plan is directly linked to PSD individuals by means of PDR objectives. It is clear that PDR is taken seriously within the department and consequently is driving development.
- The PSD manages the 'extended referred officer scheme' (EROS). This scheme identifies and allows for early intervention of officers that have had more than three complaints in the last twelve months.
- Learning from employment tribunals is captured through a structured de-brief after each tribunal. Any lessons learnt are cascaded to the Force and necessary changes to policy made.
- Lessons learnt from civil claims are disseminated from the force solicitor by completion of a feedback form. An example of this is recent advice to officers on dealing with forced entry claims. They are cascaded to the Force via force orders and by the PSD Intranet. The force provides a 'Top 10 tips' to avoid claims for compensation, that is circulated to all staff.
- The Force has completed an integrity survey that gave staff a number of scenarios to establish their knowledge and reaction to integrity issues. This survey has highlighted staff perceptions of integrity, informed management action and completion of the force integrity strategy 2005 - 08.

Areas For Improvement

- Apart from the Police National Computer (PNC) few other IT systems are integrity audited on a formal basis (although the data compliance department conducts various audits that examine the quality of data entered onto systems). Consequently the Force may be vulnerable in this area of auditing programmes to identify misuse.

Recommendation 1

Her Majesty's Inspector of Constabulary recommends that the Force should ensure that the present arrangements for integrity auditing of IT systems is extended to include further force systems.

- The department nominally has a security manager (superintendent), but there are capacity issues and consequently the oversight of security issues such as vetting

procedures, security breaches, building security, record management and information compliance are not robust. The Force has undertaken work to ensure compliance with the ACPO security policy and is presently 50% compliant against a target of 75% by 31 December 2005. There are potential problems where several departments are conducting their own vetting procedures and presently there is no formal process to report and analyse security breaches such as unaccounted persons found on police premise or insecure police buildings etc. These issues were being reviewed by the PSD at the time of inspection and there are relevant business cases currently being considered for security manager and vetting posts. HMIC considers that the Force is presently vulnerable in these areas.

Recommendation 2

Her Majesty's Inspector of Constabulary recommends that the Force and Police Authority urgently review the security manager position, along with the vetting capacity and consistency, in line with the ACPO security policy.

- There is no formal proactive process for examining integrity issues around reward money and crime stoppers payments.

Enforcement - *its effectiveness in dealing with emerging problems*

Strengths

- As highlighted, the DCC chairs the integrity strategy group. This is a high profile forum that brings together divisional commanders and heads of department to discuss public complaints, misconduct cases, lessons learnt, direction and control complaints, integrity and PSD matters.
- Generally there are adequate resources within the PSD (with perhaps the exception of security and vetting issues – discussed above). The PSD has recently appointed two analysts (one within the intelligence development unit and one researcher/performance analyst) and it was clear that they are making a big difference to PSD activity. The PSD is now better placed to understand the rise in complaints and trends and identify staff within the organisation that require further scrutiny. The main rises in complaint levels are connected with incivility and the PSD has produced some detailed analytical work in this area (but see later regarding further work required). For example, the analyst has identified an officer that has had a disproportionate number of complaints and is able to identify trends particular to that officer. This sort of work can now better inform management intervention. A surveillance capacity is provided as required by other forces.
- The PSD chief inspector views all complaints and acts as 'guardian' to ensure that cases are assessed early and provide direction to ensure that all complaints lead to a proportionate, timely and focused response. The department has informal protocols that prioritise complaints in the following order: hate crime, criminal conduct and misconduct. There is further continued assessment of

ongoing work and direction of enquiries provided by the two-weekly departmental tasking and co-ordination meeting. There was evidence of intrusive management by the chief inspector and investigating officers. 'Milestones' are set for all enquiries and the staff associations gave examples of the department being pragmatic in some cases to provide early resolution. The departmental head may wish to consider developing and further formalising the early assessment of work by the provision of grading criteria or template document, as seen on recent inspections in other forces.

- Each division (BCU) has a PSD divisional liaison officer (DLO) who deals with complaints and co-ordinates complaint issues on divisions. These officers are co-ordinated by the chief inspector within PSD. The Force has adopted well to the concept of local resolution and these officers have driven the process to the point that the percentage of all complaints dealt with by Local Resolution is currently the highest in the region. This has released some capacity within the PSD itself. The Force is currently working with Kings College in developing local resolution, and part of this work has developed leaflets that will better explain the process to complainants and staff complained of. Overall HMIC found a good level of knowledge of local resolution at operational level. Divisional liaison officer's are potentially an area of good practice.
- DLOs also manage direction and control complaints via a spreadsheet on the division. This is a well-structured, open and transparent system that has been extended to not only capture direction and control complaints but also capture compliments. Consequently, the Force is therefore in a position to have a more balanced approach to complaints and public concern. Overall, as with local resolution, HMIC found a good level of awareness of direction and control complaints at operational level. This is potentially an area of good practice.
- DLOs detail good support from the PSD. There is a good provision of complaint data and trends to divisions via monthly performance figures and the provision of a monthly update regarding ongoing enquiries.
- The Force has implemented the 'Lancet' principles in accordance with the IPCC/ACPO agreement. This was assisted by the fact that the author of the principles assisted the Force in the review of a difficult misconduct case that had specific 'Lancet' implications.
- The Force has six monthly meetings (and has done so for four years) with the county auditors. Auditors are able to share their audit findings, for example issues in relation to seized or found property, overtime and expenses and the PSD is able to inform the auditors of issues that arise from misconduct cases such as mobile telephony that may warrant further scrutiny by themselves. This is potentially an area of good practice.
- The department has two IPCC liaison officers (police staff posts) who manage the administrative processes from the point of recording complaints to sanctions and hearings. This role is pivotal in supporting IPCC guidelines and has led to a more consistent approach. As a consequence, relations with the IPCC at a tactical level were found to be good.
- The PSD has employed police staff investigators that investigate all police staff misconduct issues. This is providing consistency of investigation and may be an efficiency gain in that it dispenses with the need for many different managers to be briefed in conducting such investigations on an ad-hoc basis.

- Relations between the PSD and staff associations appeared excellent with monthly meetings with investigators and formal and informal contact with chief officers and the managers of PSD. Federation members are invited to meetings where decisions are made regarding suspension and are contacted prior to an arrest and notified of the possible need to provide support to staff.
- The PSD website allows for direct interaction between the head of PSD and the rest of the Force via a 'message board' facility. This allows for anonymous contributions, questions and comments on professional standards issues. The questions and answers can be accessed by anyone within the Force. Additionally the PSD regularly publishes articles in the force police federation magazine known as 'Spotlight'. These articles highlight various themes emerging from trends in complaints and also included the learning developed from the force integrity survey.

Areas for Improvement

- A member of PSD has been tasked with reviewing welfare issues of officers complained of and this work is due to report in December 2005. It is clear that appropriate 'care plans' are in place for officers suspended, but they are not "living" documents. There are concerns from officers and staff associations regarding lack of contact as a consequence from local managers. It is also clear that on some occasions the return to work is not managed as effectively as it could be and there were examples of staff having to arrange door passes, IT passwords and the like which can be embarrassing for the staff member concerned.

Recommendation 3

Her Majesty's Inspector of Constabulary recommends that the Force reviews its provision of support and welfare to suspended officers, both during suspension and on return to work.

- There are some large variations in the percentage of complaints that are locally resolved across divisions of the Force. Presently the PSD has not analysed why this should be the case to inform management action.

Recommendation 4

Her Majesty's Inspector of Constabulary recommends that the Force analyses and addresses the causes of variances of local resolution across its divisions.

- Although it is clear that unsatisfactory performance procedures (UPP) are occasionally used they are not used to their fullest extent and often used only as a consequence of referral back from the PSD to line managers. It is apparent that there is little training for supervisors in use of UPP.

Recommendation 5

Her Majesty's Inspector of Constabulary recommends that the Force reviews the use of UPP, including the level of training provided to supervisors and managers.

- In common with other forces there has been a large rise in the number of complaints since IPCC complaint recording standards were introduced to encompass all staff. There has been a large rise in cases of incivility complaints and these appear disproportionate across divisions of the Force. Incivility features in the control strategy with specific actions for reduction and the PSD has produced an article aimed at education of staff within the police federation magazine 'Spotlight'. However, there appears to be a lack of analysis across all divisions and consequently the Force is not able to be certain why such rises are disproportionate.

Recommendation 6

Her Majesty's Inspector of Constabulary recommends that the Force analyses the rise in incivility complaints and proportionality across the divisions and responds appropriately.

- DLOs are unclear regarding recent discussions of IPCC guidance of the need to undertake what they described as a contract (but is in fact an action plan) with the person making a complaint suitable for local resolution. Potentially they feel that this issue may mean that officers are less likely to co-operate to the extent that they are now. The work with the Kings College and production of leaflets may impact upon this, but some clarity is required about what the contract/action plan actually means to ensure that local resolution levels remain comparatively high.

Capacity and Capability – *(Having the resources and skills available to address the reactive and proactive challenge and providing a timely and proportionate response to lapses in professional standards)*

Strengths

- The head of PSD meets monthly with the head of personnel and head of training to discuss business overlaps and identifying lessons learnt that will inform training.
- The head of PSD feeds issues from the ACPO complaints and discipline committee to the regional heads group that meets regularly. There appears to be a healthy relationship regionally and staffing support is available if required. There has been recent regional training on hate crime issues.
- PSD staff are skilled and experienced in dealing with PSD investigations, including covert methods, RIPA, intelligence handling and use of relevant IT. The PSD has its own training panel (chaired by the superintendent) that meets bi-monthly and co-ordinates PSD training needs.
- Communication within the department is good. There are quarterly departmental workshops involving staff and stakeholders. The superintendent recently interviewed each and every member of the team to obtain feedback on working environments, welfare etc. There are weekly command team meetings, monthly management team performance meetings and fortnightly tasking and co-ordination meetings.
- Staff induction, welfare and development appears good. A staff induction booklet has been developed and recently appointed staff work closely with experienced officers (on a one-to-one basis). The exit strategy for officers is carefully considered, although no formal policy exists. There is a good level of monitoring of welfare by management and facilities, such as referral to occupational health. There was evidence of action to address sickness issues in quick time. Stress management is included in the PSD health and safety forum agenda. At the time of inspection the PSD had the lowest percentage sickness rate in the Force.
- The PSD has developed a 'Quality People' plan 2005/06. This plan defines actions and time-scales for identified PSD personnel to develop issues, such as a PSD suggestion scheme, an informal network of mentors/tutors and establishing informal and formal attachment processes. It was clear that such a plan for 2004 led to many developments, such as the creation of the PSD training panel and the staff induction pack.
- The general preparation for inspection was very good, assisted by the production of a detailed and accurate self-assessment and the provision of supporting documentation. It is clear that the department has progressed significantly over the last year. The departmental response to inspection was very accommodating at a time when the department was very busy with a misconduct hearing ongoing and the department being the subject of scrutiny at the force performance group focus meeting chaired by the chief constable.

Areas For Improvements

- Whilst the PSD has its own budget there was a stark lack of budget for the intelligence development unit. The DCC currently holds the budget for this area of work but it was clear that the absence is a little restrictive in that when a budget is required for a specific job, it is the DCC that has to authorise use and not managers within the department.

Recommendation 7

Her Majesty's Inspector of Constabulary recommends that the Force reviews the intelligence development unit's budgetary position.

Glossary

ACC	Assistant Chief Constable
ACPO	Association of Chief Police Officers
ACPO PSC	ACPO professional standards committee
BA	baseline assessment
BCU	basic command unit
BME	black and minority ethnic
CHIS	covert human intelligence source
CID	criminal investigation department
CMU	complaints and misconduct unit
CPS	Crown Prosecution Service
DCC	deputy chief constable
DDR	divisional/departmental review
DLO	divisional liaison officer
EROS	extended referred officer scheme
HMI	Her Majesty's Inspector
HMIC	Her Majesty's Inspectorate of Constabulary
HoD	head of department
HQ	headquarters
HR	human resources
liP	Investors in People
IO	investigating officer

IPCC	Independent Police Complaints Commission
LR	local resolution
NCIS	National Criminal Intelligence Service
NIM	National Intelligence Model
PA	police authority
PDR	performance development review
PNC	Police National Computer
PS	professional standards
PSD	professional standards department
RES	race equality scheme
RIPA	Regulation of Investigatory Powers Act, 2000
SGC	specific grading criteria
TCG	tasking and co-ordination group
UPP	unsatisfactory performance procedure