

Her Majesty's Inspectorate of Constabulary



HMIC Inspection Report
Cambridgeshire Constabulary
Neighbourhood Policing
Developing Citizen Focus Policing

September 2008



Cambridgeshire Constabulary – HMIC Inspection

September 2008

ISBN: 978-1-84726-772-6

CROWN COPYRIGHT

FIRST PUBLISHED 2008

Contents

Introduction to HMIC Inspections
HMIC Business Plan for 2008/09
Programmed Frameworks
Statutory Performance Indicators and Key Diagnostic Indicators
Developing Practice
The Grading Process
Force Overview and Context
Force Performance Overview

Findings

Neighbourhood Policing

Developing Citizen Focus Policing

Appendix 1: Glossary of Terms and Abbreviations

Appendix 2: Assessment of Outcomes Using Statutory Performance Indicator Data

Introduction to HMIC Inspections

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

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

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

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

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

HMIC Business Plan for 2008/09

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

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

September 2008

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

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

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

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

Programmed Frameworks

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

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

Neighbourhood Policing

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

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

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

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

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

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

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

Developing Citizen Focus Policing

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

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

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

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

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

Statutory Performance Indicators and Key Diagnostic Indicators

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

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

Neighbourhood Policing

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

Developing Citizen Focus Policing

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

Forces are assessed in terms of their performance compared with the average for their most similar forces (MSF) and whether any difference is statistically significant. Statistical significance can be explained in lay terms as follows: ‘The difference in performance between the force and the average for its MSF is unlikely to have occurred by chance.’ A more detailed description of how statistical significance has been used is included in Appendix 2 at the end of this report.

Developing Practice

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

The Grading Process

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

Meeting the standard

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

Force Overview and Context

Cambridgeshire Constabulary has:

- 3 BCUs
- 31 Neighbourhood Policing Teams
- 140 officers dedicated to Neighbourhood Policing
- 188 PCSOs dedicated to Neighbourhood Policing

Is a member of six CDRPs which cover the force area.

Geographical Description of Force Area

Cambridgeshire is a medium-sized county, occupying a strategically significant location as a main link between the Midlands and East Anglia. The county has a resident population of 716,000, in 297,000 households. This population is set to grow substantially over the coming decade, with large-scale housing development scheduled within the East of England Plan, in particular at Northstow, a new town planned for the south of the county.

The two major conurbations are Peterborough and Cambridge. While Peterborough is a significant city providing modern regional shopping attractions, it also has some of the most deprived wards in the country. Cambridgeshire has substantial rural areas and numerous local market towns, making up approximately 13% of the county's households. Major roads such as the M11, A1 and A14 cross the county, as does the East Coast main rail route.

Demographic Description of Force Area

The pattern of economic development in the county means that there are some notable variations in population spread, economic standing and patterns of industrial growth. Cambridgeshire has also recently seen rising numbers of migrant workers, particularly in the north of the county, linked to EU accession states. The southern half of the county falls within the London commuter belt, with associated high housing costs in Cambridge and the surrounding villages. The city also has a substantial international reputation as one of the leading academic centres in the world. As such, it is a popular tourist destination as well as being home to a large number of students, making the population relatively young and affluent.

In the north of the county, Peterborough's recent expansion with the Hampton development was recognised when it was assigned city status by the Deputy Prime Minister. It has a large number of black and minority ethnic and other minority communities, with in excess of

70 languages being spoken, and its demographic complexity poses some significant policing challenges.

Strategic Priorities

The constabulary's strategic priorities for 2008-11 include the following:

- mission: 'Creating a safer Cambridgeshire';
- vision: 'First-class, citizen-focused policing';
- values: 'Sensitivity, Integrity, Respect'; and
- the five strategic policing priorities for the force:
 - understanding changing communities;
 - helping and protecting vulnerable victims;
 - responding to prolific offenders;
 - addressing the five key crime challenges (organised crime groups (OCGs); vulnerable neighbourhoods; anti-social behaviour and criminal damage; acquisitive crime; and serious violent and serious sexual crime); and
 - counter-terrorism

Force Performance Overview

Force development since 2007 inspections

The constabulary and Cambridgeshire Police Authority are working with other forces in the region to develop business cases in areas of support activity that will benefit from a shared service model, including the following:

- Work is currently well advanced to embark on a collaborative initiative with Bedfordshire, Essex and Hertfordshire police in relation to the provision of ICT services.
- Approval in principle has been agreed to initiate a collaborative programme of work relating to fleet management with Essex, Norfolk and Suffolk forces.
- Exploration of opportunities to work with partners has already generated reductions in insurance premiums for the coming three years, and a three-year procurement opportunity has recently been agreed in relation to IT hardware.
- Outline approval has been reached on recommendations for a regional serious and organised crime collaborative, incorporating a regional intelligence capability, witness protection, covert entry, undercover work, and kidnap and extortion response.
- Five forces in the Eastern Region have agreed a collaborative approach to the provision of air support.
- A user requirement specification is currently being completed in consultation with the five other Eastern Region forces to develop shared management of police information (MoPI) processes.

In addition to the aforementioned collaboration, the force is also working to:

- develop its information and communications infrastructure in order to support secure data information sharing at local, regional and national levels, including the expansion of Airwave interoperability with other forces and sharer organisations;
- increase the availability of mobile service connections to support service delivery at the front line;

September 2008

- further develop the force's risk and opportunities management framework to capture early decision-making opportunities that will pre-empt strategic risks and lead to better use of resources;
- continue to develop its interpretation and translation capability in response to policing demands generated by an increasingly diverse community; and
- maximise opportunities to work with partner agencies in order to share information and assets that improve overall service delivery to communities.

The constabulary has been subject to inspection through a number of audit and inspection mechanisms during 2007/08, including:

- HMIC;
- internal audit commissioned by Cambridgeshire Police Authority;
- the Audit Commission;
- National Policing Improvement Agency (NPIA) peer review; and
- internal quality assurance and inspection commissioned by the Chief Constable.

Recommendations and/or areas for improvement identified through external inspection mechanisms are captured within delivery action plans, and progress is monitored via either delivery planning processes or the force's performance challenge group. Recommendations, and the constabulary's response to them, are formally presented to the police authority's scrutiny and audit committee for ongoing review and scrutiny.

In addition to external inspection processes, the force's internal quality assurance team continues to undertake inspection and compliance testing in order to identify strengths and areas for improvement across the force, as directed by the Chief Constable's management team. Reports are reviewed, and implementation of recommendations monitored, by the force delivery board.

Neighbourhood Policing

<p>2007/08 Neighbourhood Policing Summary of judgement</p>	<p>Meeting the standard</p>
---	------------------------------------

Meeting the standard

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

Neighbourhoods are appropriately staffed (coverage).

Summary statement

The force is deploying, across all its basic command units (BCUs), the right people in the right place at the right times to ensure that its neighbourhoods are appropriately staffed.

Strengths

- There are 31 Neighbourhood Policing teams (NPTs) established and embedded across the force. All neighbourhoods are coterminous with district council ward boundaries, and in Northern BCU NPT boundaries are additionally aligned to the areas covered by the city council's neighbourhood management teams.
- The force continually keeps the number of neighbourhoods and their boundaries under review, being cognisant of the fact that when the boundaries were initially established the process was primarily police-led. The force considers the issue of boundaries to be iterative, and if it were to be identified that partnership activity would be better served by way of new boundaries, then such changes will take place. Reviewing boundaries with partners and defining the boundary review process was built into the Neighbourhood Policing project plan in 2006. The inspection revealed, however, that local authorities and other partners are happy with the boundaries and the current system is fit for purpose.
- East Cambridgeshire re-examined some of its boundaries following local concerns that the area covered by one of the NPTs was too large. In the wake of this, additional neighbourhood panel meetings have been established to ensure priorities are more reflective of local need.
- Recruitment advertisements for NPT sergeants and police constables (PCs) state that they are expected to remain in post for at least two years so as to build sustainable relationships with their communities. This is, however, an expectation as opposed to a formalised tenure policy.
- All neighbourhoods have a named contact at PC and/or police community support officer (PCSO) level. Contact details are publicised locally through bespoke NPT leaflets and posters and more widely through the force website. All NPT staff are contactable through the website, as each NPT has a team email address and

September 2008

dedicated telephone extension.

- The force has a dedicated NHP micro-site which is accessible via both Camnet (the force intranet) and the internet. The micro-site presents details and photographs of the NPT in each BCU area.
- BCUs manage succession planning by way of monthly resources meetings, chaired by a member of the BCU senior management team. These meetings can direct that resources be moved around to meet predicted demand both within and beyond NPTs. Potential recruits to NPTs are identified through this process and can be offered attachments to enhance their knowledge of the role.
- The force command and control system has links to individual beat areas to identify automatically which officers work on each NPT.
- The force has maintained its complement of 195 PCSOs. A number of the initial pool have now become regular officers, a process facilitated by a dedicated and fast-track application process. The force took this step to prevent these officers, many of whom possess linguistic skills, from applying to other forces.
- As of January 2008, a total of 107 special constables were allocated to the 31 NPTs.
- The force abstraction policy clearly sets out what does and does not constitute an abstraction, and applies to both officers and PCSOs. It is supported by a separate PCSO deployment strategy. Responsibility for managing abstractions rests with NPT sergeants.
- Northern BCU has refined the skills profile of its NPT staff so that they are precluded from attending specialist courses that could lead to their abstraction from their NPT role.
- The force has used a genuine occupational requirement to recruit PCSOs with linguistic skills to work in Peterborough. This has proved successful in terms of enhancing community cohesion and engagement.
- The force ensures that those officers with the appropriate skills and abilities are posted to NPTs. An example of this is evident in the community cohesion unit (CCU) at Peterborough which, given the number and diversity of communities now resident in the city, benefited most from the genuine occupational requirement (see above) to recruit a number of PCSOs with linguistic skills. This has resulted in a total of 17 languages being catered for by the CCU, with one PCSO speaking nine separate languages. These officers are used to engage proactively and reactively with and reassure communities. The presence of these officers and the work they carry out have led to a noticeable increase in the submission of community intelligence and organised criminality.
- Southern BCU has recruited one Mandarin- and Cantonese-speaking PCSO (soon to be joined by another), a move which resulted from the identification of an increasing Chinese community in Cambridge. There is also a female Muslim PCSO who provides key insight into Muslim communities in the city.
- The force draws upon key skills held by individual staff members (details of which are maintained on a database) to respond to events both spontaneous and planned.

A recent example was the deployment of a Muslim officer from one BCU to another for the period of the local elections, in an attempt to address issues of electoral fraud that have dogged the city in previous years.

- A number of PCSO posts have been created to work with particular communities, for example Travellers and various faith communities.
- A multilingual PCSO from Peterborough represented the force and spoke at the international Roma policing conference in Budapest.
- Northern BCU has identified NPT members to work specifically within Peterborough's schools. £150,000 of external funding was secured to ensure as wide a coverage of the city as possible through its safer schools partnership.
- The force has enhanced its Neighbourhood Policing manual. This document provides advice and guidance to NPT officers and staff to help them perform their roles, and plays a key role for new staff.
- All NPT staff, regardless of role, are working towards completion of the Core Leadership Development Programme (CLDP) Neighbourhood Policing module leading to a certificate in Neighbourhood Policing.
- As part of a corporate drive to professionalise skills in the workplace, it is mandatory for all sergeants to complete core elements of the CLDP.
- Monthly training panel meetings are held with each BCU and directorate to consider training needs and co-ordinate the required action into the force-wide learning and development delivery plan. This plan is also informed by the outcome of quality assurance team (QAT) inspections and strategic requirements, actioned by way of the force performance challenge group (FPCG).
- The force has an average ratio of one sergeant to every ten PCs/PCSOs. As of December 2007 there were 11 sergeants to 89 PCs/PCSOs in Central BCU; 8 sergeants to 95 PCs/PCSOs in Northern BCU; and 12 sergeants to 116 PCs/PCSOs in Southern BCU. This allows for effective supervision of NPTs in most areas (though see areas for improvement).
- In 2007, Southern BCU increased its establishment of NPT sergeants from 8 to 12 to allow for greater supervision.
- Reward and recognition for NPT staff takes place through the assistant chief constable's (ACC's) commendation process and at force/divisional performance challenge meetings, at which staff are recognised by way of certificates for excellent service, awarded by either officers of Association of Chief Police Officers (ACPO) rank or BCU/directorate commanders.
- The force regularly nominates officers for the national Community Officer of the Year award.
- The police authority (PA) produces a monthly newsletter which has featured positive stories about the work of NPTs.

Work in progress

- The force website is currently being redesigned following a period of consultation and research. The aim of the redesign is to improve ease of access so that key information, such as contact details and forthcoming events, is never more than three clicks away. A beta (test) website is about to be launched in May 2008 to gauge users' views.
- The force is beginning to explore opportunities around external funding to recruit additional PCSOs. One such officer is already in place at the Queensgate Shopping Centre in Peterborough, and this number is likely to increase.
- The figures for completion of CLDP workbooks as of April 2008 were as follows: problem solving – Northern BCU 65%, Central BCU 48%, Southern BCU 32%; partnership working – Northern 44%, Central 18%, Southern 9%; community engagement – Northern 32%, Central 9%, Southern 1%; neighbourhood meetings – Northern 41%, Central 13%, Southern 0%. The force had intended that all staff completed them by the end of March 2008, but this target has not been achieved. The ACC has now re-energised this process and emphasised the importance of the training. Completion is scheduled for late 2008.
- The roll-out of problem-solving workshops is scheduled to commence in May 2008 and be completed by the end of the year. Ideally the force would like all attending officers to have completed the CLDP problem-solving workbook in advance of the workshops. While the completion of the workbook is still a requirement, the two systems will be overlapping for a period of time.

Areas for improvement

- The force is currently in a critical position in terms of numbers of police officers. This is due to its suspension of recruitment for a period due to capacity issues, and to a simultaneous increase in the number of officers leaving the force upon either retirement or transfer. This shortage has led to a number of vacancies, including those on NPTs, not being filled. This is not however a position unique to NPTs, as the force is having to balance the shortfall so that no area of business is more affected than others. While HMIC has a degree of sympathy with this position, the fact remains that staffing levels on NPTs are not being maintained, with nine PC and 15 PCSO vacancies being carried across the force. In spite of this however, the force is still providing an effective Neighbourhood Policing service to its various communities.
- The management and monitoring of abstractions has fallen into disrepute. There is no percentage target specified for time away from the NPT area; and although it is the role of the NPT sergeant to monitor abstractions, it is not clear how they are being recorded or audited, as practices differ across each BCU. There has been a further delay in the implementation of a human resources (HR) information technology (IT) system that can provide real-time data on abstractions. In the meantime, abstractions are monitored, albeit on a historical basis and by way of a system that requires NPT sergeants physically to complete forms. This system is overly bureaucratic, and while offering a snapshot does not necessarily provide relevant and timely information. The force is urged to implement the IT solution at

the earliest opportunity and set a realistic target for abstractions from NPTs.

- Although an abstraction policy exists, the inspection found that NPT sergeants across each BCU are regularly abstracted to cover custody duties, with NPT PCs required to perform reactive response duties. The levels of abstraction differs from one BCU to another, but this remains an issue: one that was also identified in the Phase 1 report.
- Neighbourhood profiles are not used to inform staff deployment. The establishments seem rigid, and although some flexibility exists to move staff from one NPT to another, this appears the exception rather than the rule.
- Criminal investigation department (CID) and response officers displayed little or no knowledge of NPT priorities. While such officers must bear some responsibility for enhancing their own knowledge, the issue of communication of neighbourhood priorities clearly needs to be addressed.
- Supervisory ratios are still a matter of concern in some areas. Although the ratio of inspectors to sergeants is considered appropriate, the sergeant to PC/PCSO ratio is variable, with examples provided of sergeants supervising a combination of up to 17 PCs and PCSOs, and of a sergeant being responsible for the management of two separate NPTs due to a vacancy not being filled for over 12 months. While the overall sergeant to PC/PCSO ratio (see strengths) is considered acceptable, there are clearly some areas where supervision is at a premium.

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

Summary statement

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

Strengths

- Each NPT has a unique engagement plan which details all its engagement activity along with a timetable of events and planned engagement opportunities.
- Meetings are by no means the only method of community engagement used. The force makes use of technology such as Bluetooth to pass on messages to recipients within a certain radius. Door knocking, days/weeks of action and street briefings are also commonplace. Engagement is captured on engagement plans and these in turn inform the individual neighbourhood profiles prepared in advance of panel meetings. Engagement routinely includes meetings with, and information obtained from, key individual networks (KINs), details of which are securely recorded on a centrally held database.
- A wide range of engagement is taking place across the force. Panel meetings are now well established and increasing use is being made of the E-Cops system and neighbourhood watch co-ordinators.

- All engagement activity is recorded in a neighbourhood profile document which is produced in advance of panel meetings. The document makes recommendations as to potential priorities, based on known information, intelligence and engagement activity, which are then ultimately decided by the panel after it has also taken into account the views expressed at the meeting. The profiles and engagement plans provide a readily accessible means of auditing engagement activity and demonstrating its linkage to the setting of neighbourhood priorities.
- On Northern BCU there are eight neighbourhood teams which are key to the success of ten neighbourhood panels. All ten panels have had at least four public panel meetings over the last 12 months. At a panel meeting in January 2008, 140 members of the public attended, not to criticise or raise a particular problem, but to praise both the work of the NPT in general and that of particular officers and PCSOs. This meeting was also filmed and a highlights webcast has been placed on the force website, attracting 443 hits to date. Of those who have viewed the webcast, 256 have said that they will view further webcasts of panel meetings with only 15 saying they will not. This experiment has thus opened another avenue to engage with and inform the public.
- PA members routinely attend neighbourhood panel meetings, with each member having responsibility for two or three panels.
- On Southern BCU, NPTs hold migrant worker surgeries where NPT members visit a number of factories employing large numbers of migrant workers. This means of engagement has proved successful and has been expanded to incorporate the Gangmasters Licensing Authority and trading standards officers.
- On Northern BCU each neighbourhood panel has an independent chairperson, who is a member of that community and elected by the panel membership. Panel chairs on Northern BCU meet twice yearly at a 'chairs' forum' to discuss the development of the panel process. This clearly suggests that panel meetings are seen as community rather than police meetings. Panel chairs have been overwhelming in their support and praise for Neighbourhood Policing. A number of partners, such as Peterborough City Council, elected members and officers, and registered social landlords have all shown commitment to the panel process and regularly praise the NPTs. Most importantly, increasing numbers of local residents are attending the meetings.
- In Cambridge City and East Cambridgeshire, the district councils currently chair the panel meetings, while in South Cambridgeshire, Huntingdonshire and Fenland the panels are chaired by police or crime and disorder reduction partnership (CDRP) representatives. Work is being undertaken with the county council, district councils and other partners to establish a corporate model for panels in the different areas of the county which will allow for some local flexibility.
- Engagement activity, both past and future, appears on NPT micro-sites and the external website. Dates of meetings/briefings and other engagement activity are also publicised through the electronic messaging service E-Cops, which now has in excess of 10,000 subscribers, all of whom receive at least weekly updates from their respective NPTs.
- An example was provided of NPTs being tasked around sex trafficking in Peterborough. NPTs in turn sensitively briefed key partners and members of the

community. As a consequence, intelligence submissions noticeably increased. Furthermore, much of the intelligence around cannabis factories comes from community sources, as a result of the force's passing to communities the details of what to look out for.

- Community intelligence obtained through excellent interaction and engagement at a school in Wisbech led directly to the arrest and conviction of ten youths responsible for a serious assault on two Polish males.
- Examples were provided of successful activity against organised crime derived from NPT and community intelligence;
 - Operation Tudor was an investigation into forced labour and human trafficking. A Czech-speaking PCSO identified a trafficked victim and was able to reassure the individual to the extent that a complaint was formally recorded and an investigation commenced. This led to an individual being charged with kidnap, although unfortunately both the suspect and the victim have subsequently left the country. This example does nonetheless highlight the effectiveness of NPT engagement at a community level and its ability to impact on serious crime.
 - Operation Radium is an overarching force operation to target human trafficking. Much of the day-to-day work is carried out by NPTs who share information with their communities. As a consequence, the force has benefited from an upturn in intelligence relating to human trafficking.
- Examples were noted of community intelligence emerging from effective engagement with local communities to target successfully underage drinking in St Neots, anti-social behaviour (ASB) and acquisitive crime on the Welland estate in Peterborough, large-scale drug cultivation in Eynesbury and Ely, and large-scale disorder in Peterborough.
- A survey of E-Cops users has been conducted, which identified a number of key values. This has led the force to send more regular messages via the system, with a target of at least one update per week per NPT. The force holds postcode data in respect of E-Cops subscribers and uses this to test the effectiveness and range of its engagement activity.
- Communication plans are in place which use data from MOSAIC (a demographic profiling tool) and other force/partner intelligence to identify demographics within the force area and the best and most appropriate means of engaging with them. This leads to the tailoring (and ongoing quality assurance) of engagement activity to where it is most likely to be successful and reach a wider audience. This activity is also scheduled around the neighbourhood panel process so that, for example, two weeks in advance of a meeting a number of key messages are generated and published.
- A youth-related diversionary project has been established in conjunction with the Hudson Leisure Centre. The police identified a number of young people through the Guardian Awareness programme who, while not necessarily causing ASB, were felt by local NPTs to be potential offenders unless an alternative was found. The Hudson Leisure Centre offered free gym and swimming membership to these young people, as well as offering workshops to them. Nineteen individuals were identified as suitable to join the scheme, of whom ten attended. These ten showed a marked improvement in behaviour and one individual has gone on to join the armed forces. The BCU involved is looking to extend the scheme due to this initial success.

September 2008

- PCSOs are based in a number of schools across the county as part of the safer schools partnership. This enhances engagement and offers the force a broader understanding of issues affecting the young.
- The Thomas Clarkson Voucher Scheme arose from an idea put forward by a PCSO, who submitted a bid for support to the Safer Fenland Partnership and managed to secure funding for the project. The project aimed to engage with schoolchildren aged between 12 and 14 who could earn vouchers for youth activities such as bowling or swimming events if they performed well in school, carried out community litter picks or attended special events put on by the school and other partner agencies. The PCSO has even planned youth days which the students attend, and provides workshops to advise them of the pitfalls of alcohol and drugs.

Work in progress

- The force has developed a KIN database which is currently being piloted across four NPTs. This logs details of all key individuals in a particular area and also records engagement activity. This information can then be used to identify engagement gaps and/or opportunities as well as to assist in larger and/or reactive enquiries where community advice may be required.
- A partnership community engagement strategy is being drafted in an attempt to co-ordinate the engagement activity of a number of partners.
- The force has recently developed an organised crime group (OCG) strategy with identified leads in key areas. An OCG 'toolbox' day is to be run in early May 2008 to explain to front-line supervisors the methods behind OCG mapping and what it means for the wider force audience. It will be explained to BCUs that they play a key role in intelligence, prevention and enforcement activity around OCGs. The force OCGs will be effectively split into two tiers. One will be the sole remit of the serious and organised crime department at headquarters; while the other, although 'owned' by the force intelligence bureau (FIB), will be the subject of activity at BCU and NPT level and will be monitored through the level 1 tactical tasking and co-ordination group (TTCG) and daily management meeting processes. Although this arrangement is theoretically sound, there is an acknowledged gap around success factors and the nature and extent of 'disruption and dismantlement'.
- The detective inspector (DI) from the FIB is to attend each of the three BCUs' new OCG meetings, in company with the DI (intelligence), the senior analyst, the detective sergeant (DS) (intelligence) and sector inspectors in whose areas the OCGs to be discussed reside. This meeting will inform the level 1 TTCG. This arrangement is still at a very early stage and its progress will need to be monitored.

Areas for improvement

- There is a lack of clarity concerning the role NPTs can, and indeed do, play in informing the intelligence picture around OCG activity. It is unclear whether NPTs are being specifically tasked around OCG activity, and therefore opportunities for both intelligence gathering and disruption beyond the long-standing 'door-a-day' initiative are not being fully exploited.
- The whole issue of briefing and tasking is currently being reviewed under the guise of the 'vision project'. There are a number of different systems in use within the force to pass messages to staff and brief them, with the potential for confusion being clear.

September 2008

The consequence of this is that a large number of staff invariably self-brief. The large number of requirements and tasks sent electronically presents a real danger of information overload, and the importance of messages may be lost in the space of days. The force must continue to drive the work around vision and ensure consistency and clarity of tasking and briefing.

Joint problem solving is established and included within performance regimes.

Summary statement

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

Strengths

- The force makes use of an action plan database to record details of problem-solving activity around issues raised at neighbourhood panel meetings and through other means of engagement. Entries on the database are made by the respective NPTs and overseen by supervisors who are held to account for their completion and progress, first at divisional performance challenge meetings and then at the neighbourhood panel meetings. The database is set up so that all plans adhere to the scanning, analysis, response, assessment (SARA) model, which guides officers through a systematic problem-solving method.
- Specific problem-solving groups – joint action groups (JAGs) or neighbourhood action groups (NAGs) – have been developed specifically to provide a co-ordinated multi-agency problem-solving response to neighbourhood priorities.
- Numerous examples of creative problem-solving activity were provided by the force. These included the implementation by the Peterborough South West NPT, as a direct consequence of a panel priority, of an initiative called Treat your Street. This took the form of a mini-day of action in each of the identified streets, with the NPT providing home security packs to 98 out of 135 houses. After the first day of action the team received very positive feedback. There was excellent partner involvement in the Treat Your Street initiative, with Peterborough City Council (youth services, energy efficiency and the recycling teams) and many volunteers all participating.
- When priorities are set by neighbourhood panels, the NPT supervisor meets with key partners and a problem-solving strategy is agreed for each issue. Partners and NPT staff are tasked with relevant research. NAG/JAG meetings can have any number of members of the public present.
- In recognition of a potential issue around the identification and sharing of good practice in respect of problem solving, a 'good practice' section has been created as part of the Neighbourhood Policing micro-site on Camnet. NPTs are encouraged to send items through to the Neighbourhood Policing project lead, who ensures that they appear on the site. Although the system is relatively new, initial take-up appears good.

- Where the county council is involved in local problem solving, success is evident, for example in the case of an initiative carried out jointly by the police, the county council road safety partnership and local residents in Ely, whereby residents are provided with portable speed cameras to log the details of speeding cars and forward them to the police. Evidence fed back through neighbourhood panels suggests that concerns around speeding have decreased as a result.
- Each BCU is involved in multi-agency problem-solving groups as a member of the district CDRP. Such groups focus on issues including ASB, vehicle crime and burglary. Locally based multi-agency groups are formed on a needs basis to problem-solve issues of local concern that are not necessarily raised as formal priorities.
- There is evidence of district councils funding administrative posts to work in support of neighbourhood panels.
- The force has actively pursued opportunities for co-location, for example at the Maple Centre at Oxmoor in Huntingdon where a number of different agencies work together in the same office. Use of a Budgens supermarket in Soham as a NPT point of presence/base has also been secured.
- The ACC has demonstrated support when partnership issues have arisen at a strategic level. One example is his working with counterparts from the county council to ensure a consistent attendance at neighbourhood panel meetings and the subsequent NAGs or JAGs. It is acknowledged by the force that securing attendance at 31 separate panel meetings is difficult, but the county council has recently conducted an internal scrutiny review around the neighbourhood management agenda, to which the ACC provided an input outlining the police perspective.
- Neighbourhood Policing is an agenda item at CDRP meetings and is regularly discussed at local strategic partnership meetings.
- Force analysts and researchers work closely with colleagues at the county council, and in the guise of the Cambridgeshire crime research team produce joint strategic assessments and ensure the regular sharing of crime and incident data with CDRPs.
- To ensure that CDRP/police joint strategic assessments (JSAs) reflect partnership priorities, partnership days are held to identify priorities and review key topics.
- Neighbourhood priorities are included on level 1 TTCG documents and listed on the briefing and tasking database. They also appear on the force website and micro-site on Camnet. Partners attend the level 1 meeting and often take responsibility for actions.
- Performance against neighbourhood priorities is monitored robustly by way of daily management meetings, level 1 TTCG and BCU performance challenge groups.
- National Intelligence Model principles are embedded in the force's problem-solving processes through use of the SARA model and the problem analysis triangle, which looks at victim, location and offender information.
- Neighbourhood priorities (all of which appear on the action plan database) are formally signed off by the neighbourhood panels, with details recorded in the

meeting minutes. Physical closure of open action plans on the database is carried out by an NPT supervisor.

- Feedback on adopted local priorities is provided by way of updates to panel meetings, both verbally and via profile documents provided in support of the meetings. Priorities are not formally signed off without the consent of the neighbourhood panel and after considering any community feedback. Updates are dynamic and provided as regularly as considered necessary, rather than waiting 8–10 weeks before the next panel meeting.

Work in progress

- The action plan database is described as ‘unwieldy’ by users in that, while it contains relevant information, this often appears in the form of page after page of activity. Work is in progress to enhance the system and ensure that it is more user-friendly and easier to search/scan for good practice.
- A force problem-solving strategy has identified and brought together key themes under a wider delivery plan led by an Inspector. A crucial aspect will be to address joint problem-solving training across the force and with partners.
- A recent partnership services review in Peterborough made a total of 52 recommendations, one of which was to co-locate the police and city council community safety teams. This coincided with a report prepared by a chief inspector seconded to the city council, which itself made a number of recommendations. Both reports are being pulled together to examine performance management, analytical capacity and potential improvements to partnership working.
- Sharing of partnership data is improving in terms of quantity and quality. The force is working with partners to examine the possibility of developing a central repository for partnership data.
- Work is in progress in some areas to examine the potential for formal joint or partnership tasking meetings. Local activity does go on which reflects the partnership agenda, with numerous examples of joint working to resolve local issues, although at present the main mechanism for this is the neighbourhood panel meeting and associated NAG/JAG.

Areas for improvement

- There is no formal mechanism to assess the impact of problem-solving activity on local communities. The force acknowledges that more rigour is required around the use of local surveys, although the capacity to carry out such work is limited. Partners confirmed that there appears to be little, if any assessment of the impact of problem-solving activity. If something works well, there is no routine examination as to why. There is considerable scope for improvement in this area.
- There was significant partnership input to the local JSAs and it is acknowledged that this should underpin the local partnership plan. Although the plan is driven by the JSA and local area agreement (LAA) priorities, the JSA was prepared completely independently from the LAA; and although the two are distinctly similar there is scope to refine the process to ensure greater linkage and clarity.

September 2008

- Only a very small amount of joint problem-solving training has taken place, and the force must develop this considerably. There are some examples of joint training but there is no consistency across the force. The force must assess, as a matter of priority, exactly what training is required, who will require it and how it will be evaluated. In so doing, the force must be mindful of training already being delivered internally by partner agencies, so as to avoid overlap or duplication.

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

	SPI 2a Percentage of people who think that their local police do a good or excellent job		KDI Percentage of people who 'agree local police are dealing with anti-social behaviour and crime that matter in this area'		SPI 10b Percentage of people who think there is a high level of anti-social behaviour	
	Difference from MSF (percentage point pp)	2005/06 to 2007/08 change	Difference from MSF	2005/06 to 2007/08 change	Difference from MSF	2005/06 to 2007/08 change
Cambridgeshire	-1.5pp	+2.7pp	-0.4pp	+2.6pp	-2.6pp	-6.8pp

Summary statement

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

The SPI/KDI data also shows that force performance has significantly improved compared with two years ago.

Context

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

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

There is a summary of how statistical significance is used at Appendix 2 at the end of this report.

As part of the BCS, approximately 1,000 interviews are undertaken in each force area in England and Wales. Included in the survey is the individual's assessment of whether the

September 2008

local police are doing a good job, whether the police are dealing with anti-social behaviour and crime that matter in their area, and whether anti-social behaviour in their area is a problem.

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

51.4% of people surveyed in the year ending March 2008 think that their local police do a good or excellent job, which is not significantly different to the average for the MSF.

Force performance was unchanged in the year ending March 2008; 51.4% of people surveyed think that their local police do a good or excellent job, compared with 48.8% in the year ending March 2006.

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

51.0% of people surveyed in the year ending March 2008 ‘agree local police are dealing with anti-social behaviour and crime that matter in this area’, which is not significantly different to the average for the MSF.

Force performance was unchanged in the year ending March 2008; 51.0% people surveyed ‘agree local police are dealing with anti-social behaviour and crime that matter in this area’, compared with 48.4% in the year ending March 2006.

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

11.7% of people surveyed in the year ending March 2008 think there is a high level of anti-social behaviour, which is not significantly different to the average for the MSF.

Force performance significantly improved in the year ending March 2008; 11.7% of people surveyed think there is a high level of anti-social behaviour, compared with 18.6% in the year ending March 2006.

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

Summary statement

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

Strengths

- Managers are being encouraged to examine dissatisfaction reports and issues arising from complaints both formally and informally. The opening slides of the FPCG meeting are now dedicated to satisfaction levels, and variations in performance are considered and the reasons explored.
- Dissatisfaction reports are now studied in greater detail. Initially only those

respondents stating that they were ‘completely’ dissatisfied in response to the core questions were incorporated. This generated between 25 and 30 such reports each month. Given this relatively small number, the Crossfire meeting (see below) requested that those who were ‘very’ dissatisfied were also included. This change has now been adopted, as the numerical increase was only slight.

- Variations in performance data between KPIs and SDIs are identified, considered and reported through senior management teams at force and BCU level, with evidence of action plans being put in place as a result, for example around the gap between black and minority ethnic (BME) and white satisfaction rates.
- The force noted a slight gap in the difference between BME and white satisfaction levels, so in order to bridge that gap it now ensures that all BME victims of racist incidents who express any level of dissatisfaction with the police are visited. This has led to a closing of the dissatisfaction gap between BME and white victims. Near-parity in satisfaction levels between the two groups was achieved in December 2007 with 77.6% of BME respondents and 77.9% of white respondents being at least fairly satisfied.
- Confidence and satisfaction issues are considered throughout the performance management frameworks of the force. At a strategic level the meetings of the force Crossfire group (a sub group of the FPCG) are chaired by the Chief Constable and examine these issues in detail. These meetings utilise the Policing Performance Assessment Framework (PPAF) and the Assessment of Policing and Community Safety (APACS) framework to oversee performance, with a strong emphasis on citizen focus, and to generate specific actions. These centre on the key areas affecting customer satisfaction, namely ASB, detections, investigation, call handling and response. The Crossfire meeting also considers dissatisfaction reports, each of which is discussed at the meeting and then circulated to BCU senior management teams (SMTs) who are expected to make further contact. A template is used to manage this process and the BCU SMT is required to populate the template and update the next meeting.
- The force has extended its use of the Crime Overview Results Analysis (CORA) facility, which captures data at force/BCU/CDRP level, into Neighbourhood Overview Results Analysis (NORA), whereby data is produced at a sector level and then a neighbourhood level, incorporating crime and ASB incidents. This analysis includes data, trends, volume and percentage change, and is used to influence the neighbourhood panels.
- Confidence and satisfaction issues are addressed at departmental performance challenge meetings. There is an increasing emphasis on challenging **how** things are done, and matters such as letters of complaint are considered as part of this process.
- The force makes use of a range of survey data. The British Crime Survey provides confidence data at force level, but not at local level. The national ASB survey, with a number of force questions added on, is used to monitor satisfaction and provides data on a monthly basis. This drills down to sector level (although it is not statistically significant at that level). Satisfaction data is made available monthly via the CORA facility on Camnet.

September 2008

- The force is using the principles of crime investigation to deal with some non-crime incidents, primarily those around ASB. Incident File enables NPTs to track, monitor and record investigative actions against incidences of rowdiness or nuisance on the part of youths, neighbour disputes and vehicle-related ASB.
- At a neighbourhood level, most NPTs conduct door-to-door surveys. The findings from these surveys feed into the neighbourhood profiles and are consequently considered when the setting of priorities takes place.
- The force conducts mystery shopper surveys, as well as handing the feedback forms submitted by members of the public following their dealings with the police to help measure their view of the service provided.
- Quality of service complaints received by the professional standards department (PSD) are monitored by the force performance management group. BCU commanders and heads of department are tasked by the Chief Constable with drawing up action plans for the next meeting to address the issues arising from these complaints.

Work in progress

- Southern BCU is recruiting a neighbourhood performance officer to work alongside the established community engagement manager. The new post will hold BCU-level responsibility for managing the implementation and delivery of neighbourhood priorities through the district-based problem-solving NAGs.

Areas for improvement

- No formal measurement of satisfaction is carried out a local level other than for ASB, but a number of individual/departmental surveys are conducted. The force would benefit from co-ordinating this activity on a more structured basis.

The force demonstrates sustainable plans for Neighbourhood Policing.

Summary statement

The force and the PA have convincingly demonstrated how they have ensured that Neighbourhood Policing will be sustained beyond April 2008.

Strengths

- There has been a demonstrable commitment by the force and PA year-on-year to fund 195 PCSOs and sustain this number to 2010/11.
- The Neighbourhood Policing project was formally closed off on 31 March 2008 and responsibility handed over to the head of the safer communities directorate (SCD). Within the project, however, there were ten separate workstreams (for instance HR and training), all of which are still in place, with an identified lead who will now report to a Neighbourhood Policing steering group within the SCD.

- The training workstream caters for the sustainability of Neighbourhood Policing training requirements and addresses the needs of new starters and any changes/updates from the National Policing Improvement Agency (NPIA).
- The learning and development strategy 2006–09 aims to ensure that the right people, with the right skills, are in the right place at the right time, through the creation of a learning organisation to help individuals develop and enhance personal performance. The strategy aims to ensure a common and managed approach to the delivery of Neighbourhood Policing training.
- Work has been commissioned and funding set aside to enhance the Neighbourhood Policing estate beyond the force, in commercial and/or partnership buildings including schools. A proportion of this has been consumed by the provision of IT to these locations, which had previously been an issue for the force. After establishment of the IT infrastructure, running costs will be borne by the force IT department. Some 32 computers have now been installed at such locations so that NPT staff can access force systems remotely. This ability has been further enhanced by the provision of a laptop to each NPT.
- The training department has compiled detailed reports around the sustainability of Neighbourhood Policing and the impact of training in this area with a particular focus on the completion of the Neighbourhood Policing workbooks and the roll-out of problem-solving workshops.
- Also resulting from the closure of the Neighbourhood Policing project is a triangulation report – a collation of all outstanding actions from various reports and inspections into Neighbourhood Policing in the force. Included in this are the 2007 HMIC Phase 1 inspection areas for improvement and work in progress, along with the NPIA reviews and self-assessments. This report now forms part of an overall action plan, again with identified owners and key milestones.
- The ACC is the ACPO lead for Neighbourhood Policing and displays strong and supportive leadership to help embed Neighbourhood Policing across the force.
- The PA has access to force satisfaction and confidence data through its performance panel.
- The PA was represented on the Neighbourhood Policing project board but this closed down on 31 March 2008. A number of key workstreams remain in place and the PA is currently considering how and where it is most appropriate to become involved to influence strategic direction as opposed to tactical delivery.
- A summary of neighbourhood panel meetings attended by members of the PA during January and February 2008 has been prepared, revealing that PA members attended twelve panel meetings during these months.

Work in progress

- Negotiations are ongoing with partners to allow each of the 31 NPTs to use partner premises in local communities as bases. Some 135 potential premises have so far been identified and a funding bid of £65,000 approved to take this work forward. Teams either gain access to the force network either through partner computers or by using NPT laptops and remote technology.

September 2008

- Funding is being sought to sustain the *Newcomer's Guide to Policing and the Law in Cambridgeshire*, a document that has received national recognition as an effective tool for informing newcomers to the county about English law, procedure and support available to victims and witnesses.
- The information provided to the PA in respect of confidence and satisfaction is limited at the present time and the force is redeveloping the performance information pack that is provided.

Areas for improvement

- None identified.

Developing Citizen Focus Policing

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

A citizen-focused ethos is embedding across the force, establishing an initial baseline.

Summary statement

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

Service users' views are sought and are used to improve service delivery

Strengths

- The force uses Swift, an independent survey company, to gauge the views of the public about their police experiences, with this data then being used to improve service delivery. Data feedback is analysed by the performance analysts and good individual issues are fed back to officers where they are named. Those totally dissatisfied with a service are telephoned to identify why, so that lessons can be learnt and fed back to improve future service delivery. Outcomes from this call-back process are fed into the monthly Operation Crossfire meetings chaired by the Chief Constable.
- The force is implementing mystery shopper surveys, as well as handing the public feedback forms following their dealings with the police to help measure their view of the service provided.
- The force executive board and PA receive regular updates from the citizen focus steering group (CFSG), and actions are generated from these meetings. During the course of one of these updates an example was provided of an initiative to improve the service provided to victims of screened-out crimes who were not receiving updates. A process was set up to ensure they received feedback by tasking PCSOs to telephone them. As a result of these calls some crimes were removed altogether from the recording process, as the victim had since found the property that they had thought had been stolen; some crimes were detected as a result of new information provided to the PCSO leading to the identity of the offender; and some victims were given panic alarms for reassurance. The initiative has resulted in increased satisfaction and confidence levels being recorded across the sector to the extent that it is now a force model and a minimum standard of service for victims of screened-out crimes.
- The force CFSG is the driver to ensure services are more citizen-friendly. The group holds all business units to account, ensuring that good ideas and corporacy in terms

of citizen focus work are being progressed through actions plans. For example, the criminal justice units are heavily involved in ensuring that victim and witness care is delivered across the criminal justice system. In particular, an action plan is in place to ensure that victim care contracts, which are decided by the victim and set up by the police, are passed on to the victim and witness care officers and subsequently to the Crown Prosecution Service and victim support organisations. These contracts contain information as to which victims should be updated, how often and by which means.

- The force has worked hard to improve the quality of call handling, aided by the Today's Jobs Today initiative monitored by the corporate performance department. This initiative aims to ensure that nine out of ten calls received are dealt with on the same day, and performance data drawn from the PPAF in June 2007 confirms high satisfaction in the area of first contact. While the performance focus has historically centred on reducing the length of time taken to answer 999 calls and improving performance against National Standards for Incident Recording compliance targets, the challenge for the force now is how to ensure that responses include a quality of service element.
- The force control room (FCR) monitors the number of repeat calls received to assess how well incidents are responded to and whether ambiguity still remains so as to cause the caller to make further contact with the police. FCR supervisors monitor 15–30-minute batches of non-emergency calls to assess how well the force is responding to these calls and to check that patrols have been dispatched as required.
- The PA reviews and considers plans and policies (for example on recruitment) to ensure they contain a citizen focus dimension. It also receives reports from various PA sub-meetings, for example on human resources, finance, estates and Neighbourhood Policing, in order to achieve governance and scrutiny.
- A PA member with responsibility for citizen focus sits on the monthly CFSG meetings.
- The force has introduced victim care contracts, which ensure that victims are kept informed of progress on the crimes they report. Each contract establishes what the victim wants to know and when and how they want to receive this information. This contract is then passed on through the system to all personnel who will have contact with the victim.
- The force promotes the NQoSC to the public through the force website, the press and posters, as well as through delivery of its own service standards, particularly in relation to call handling. Internally these service standards have been communicated through the force intranet, Camnet, and other internal processes including induction training.
- The force website includes translations of the NQoSC into languages that have been identified as being widely used in the county. Beyond this, the diversity unit works to identify expectations among minority and migrant workers, which has included sending out information packs.

September 2008

- The force website also has a clear and simple link to the Code of Practice for Victims of Crime. This contains a concise explanation of the codes and of the service victims can expect when contacting the force.
- The force commissioned a problem profile of complaints of incivility throughout 2007. The analysis revealed that incivility accounted for 26% of all complaints received and was the area in which there had been a significant increase in complaints from the previous year. Recognition of the impact of officer behaviour on the public was a key driver for this work, which made a number of recommendations to increase knowledge and improve performance in this area. These recommendations are now contained within the PSD action plan and monitored by the CFSG. Additional actions include a new method for the PSD to identify those officers receiving two or more complaints of incivility in a rolling 12-month period.
- Quality of service complaints received by the PSD are monitored by the FPCG. BCU commanders and heads of department are tasked by the Chief Constable with drawing up action plans for the next meeting to address the issues arising from these complaints.
- Compliance with the NQoSC is monitored through the QAT audit process and any non-compliance is tasked and monitored through the CFSG.

Work in progress

- The force has carried out its own customer satisfaction surveys and identified dissatisfied customers in the area of road traffic collisions. It was found that officers were more concerned with completing paperwork than showing empathy to victims or witnesses. The force is now working to develop understanding and awareness in this area among all officers.
- The force has employed a consultancy company to help identify the views of the public and staff in order to establish what constitutes good service. This will involve market research with the public as well as an internal cultural audit (as part of the Citizen Experience project). The force recognises that there is a need to change the mindset of the organisation from focusing on crime performance to delivering a quality service. While historically the force recognised a need to address the sanction detection rate, the view now is that if the emphasis is placed on conducting a good investigation then the detection will follow.
- The force has identified a gap in the quality of service provided to those whose calls are graded as B priority responses, in other words those not requiring an immediate response. An action plan is in place to introduce a technical solution which flags to a supervisor within the FCR when a patrol has not been dispatched after a certain length of time. The flag would prompt the supervisor to either dispatch a patrol or contact the caller with an update on why a patrol has not yet arrived.
- The corporate performance department is setting up a monitoring and co-ordinating process for the force to measure confidence and satisfaction levels within various aspects of the business.
- The victim care contract currently applies only to victims, but the force is looking to expand it to include other callers. A bid has been made to the PA for more resources within the police service centre (PSC) to enable this expansion. So far, the contract

has seen a rise to in satisfaction levels in the Northern BCU area to 67%, where previously they had been much lower. However, it is recognised that further improvement is needed to bring satisfaction more in line with national levels (70–80%).

Areas for improvement

- Although force satisfaction data is fed back to NPTs it is not scrutinised down to the level of individual officers. In addition, while attitude and behaviour elements are included in performance development reviews, sergeants rarely provide feedback, as they have such little opportunity to patrol with officers due to other demands, and it is therefore difficult for them to monitor and assess behavioural attitudes.
- Despite an extensive programme of briefings to all staff across all BCUs and departments, there is little understanding among response and CID officers of the Code of Practice for Victims of Crime. This is due in some part to the crime recording process not lending itself to reminding officers of the code, notably the requirement to update victims on the progress of the investigation of their crime. New software is required to upgrade the crime recording system so that this facility can be included. At present the code is being addressed by victim care officers (VCOs) in the crime incident management unit (CIMU), rather than at the crime recording stage within the call centre or at first contact point. If the force can address these difficulties around the code then this may have an impact on SPI satisfaction data.

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

Summary statement

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

Strengths

- The force has produced a citizen focus document, *What you need to know*. It includes a list of dos and don'ts for staff to follow in respect of how they behave and interact with the public and colleagues. It also describes the initiatives that come under citizen focus, including day-to-day policing, first-class policing, the quality of service commitment, Neighbourhood Policing and professionalising investigations.
- There is a corporate response to initial crime investigation, as investigation notes (known as 1 to 10) attached to a crime report follow a format that CIMU staff or patrols must follow. The degree of investigation depends on the nature of the crime. Contact is made with the victim by either the CIMU staff, the officer in charge or the NPT within 48 hours of a crime being reported. The CIMU will have an up-to-date list of which NPT staff are on duty in the relevant location, or are next on duty, to enable the crime to be allocated for further enquiries. An investigation plan is set by the CIMU DS for those screened-in crimes allocated to a non-crime team. Crimes

September 2008

allocated to a crime team have the action plan set by the team's DS. Contact is made with the victim by either the VCO or the officer in charge within 48 hours. All first time filed crimes (screened out) are subject of a call by a PCSO during the next two weeks, as previously mentioned.

- Victims are informed at the outset whether a crime is to be allocated for further enquiries or screened out. The force incident system identifies where CCTV cameras are located, which helps to determine whether any further enquiries are possible in the absence of known witnesses or suspects. If a victim wishes to receive a visit from an officer then this will be arranged as long as the circumstances warrant it. However, if there are investigation factors present or the victim is elderly, vulnerable or a repeat victim, then arrangements for a visit will automatically be made.
- Technical procedures are in place to ensure that incidents logged on the force command and control system cannot be closed until all possible enquiries have been completed and the caller has been contacted to be updated on the outcome. Although this has created some increase in work within the PSC, this is being managed effectively and staff are happy to perform the additional task, realising that this involves delivering a quality of service and good news.
- The constabulary's citizen charter, *Every Contact Counts*, located on the force website, sets out the levels of service the public can expect when contacting the force. It also includes a commitment to ensure that people are given the opportunity to influence the way their area is policed, how enquiries are dealt with and how the police keeps callers updated.
- The force website contains information on how to contact the force in a non-emergency situation. There is also a contact number for the Minicom helpline to assist callers who are deaf or hard of hearing.
- NPTs will usually give out their force mobile telephone numbers to enable members of the public to make contact, and if an officer is not available there is a corporate voicemail to inform the caller of this, along with an explanation of how a message can be left.
- The citizen focus team has delivered a citizen focus presentation across the force which captures the aims of citizen focus and explains how staff should manage their contact with the public and internal customers.
- The Chief Constable has a responsibility within the force action plan to establish how corporate standards are branded, published and communicated. These areas are being addressed through the marketing strategy and plan, and through the marketing of the Putting People First programme, highlighted as a standing agenda item for the Chief Constable's monthly Crossfire meetings and delivered at her leadership training days.
- Reward and recognition for staff take place through the ACC's commendation process and at force/BCU performance challenge meetings where staff are recognised by way of a certificate for excellent service awarded by either an ACPO-rank officers or a BCU/directorate commander.

- The force regularly nominates officers for the national community officer of the year award.
- A number of new operational initiatives have been established to supplement the citizen focus project work. These include Operation Crossfire (dealing with today's jobs today); the First Class Campaign (encouraging and enabling staff to be first class in everything they do, from data quality to professional appearance); the Standards of Behaviour Policy (clearly setting out the level of professionalism required by staff with respect to their behaviour at work and in their private lives); and Operation San Diego (focusing on the need to increase performance in sanction detections ethically, bringing more people to justice and solving more crimes).
- The CFSG draws together and manages all citizen focus initiatives across the force through a comprehensive action plan. The steering group is chaired by a detective superintendent who is the Chief Constable's staff officer for the national agenda and the strategic lead within the force. This group acts as the engine house for all citizen focus-related work and issues within the force. The action plan has been agreed with all areas of business in order to drive forward a consistent and corporate approach to work on citizen focus. Each BCU commander and each business department also has its own citizen focus action plan. Action plan holders are held to account at the monthly CFSG meeting.
- The CFSG is the central point for all best practice guidance and reports received from external sources, as well as recommendations from internal audits and analysis. Short-term actions are tasked and tracked as appropriate through this group, while longer-term sustained practices are developed by the Citizen Experience project.
- The force is conducting analysis to map a victim of crime's journey through the victim's dealings with the force. This would include victims of burglary, car crime or assaults. A generic map for each crime type will be produced, with sub-processes for each stage along the victim's journey also mapped – for example, the providing of a witness statement, or having their house forensically examined by a scene of crime officer. Specific needs of certain groups will also be added to show how the victim journey differs depending on what is done differently and/or additionally to meet the particular needs of groups, so avoiding the 'one size fits all' approach to service delivery.
- All business units have been tasked to scope the need for a feedback process to be used in their customer satisfaction monitoring. They are also required to consider a dissatisfaction measurement and recovery system. Processes currently meeting citizen focus principles include negotiating timescales to fit both the needs of the customer and existing workloads within units. If a task needs further work or cannot be done immediately, a timescale is identified for when the work will be completed or a further update given.
- Telephones within business units are set up on a pickup system that allows any telephone to be answered from any extension, thereby enabling callers to be answered when particular staff are away from their desks. Telephones are not left to ring unanswered.
- The Citizen Focus programme is made up of the citizen focus project board, the Citizen Experience project, the citizen focus steering group and Putting People First

training. A communication strategy is in place to address the communication needs of each area. The overall communication aims are to help the force make the right impression and increase customer satisfaction by selling the ideas and principles of citizen focus internally and helping to execute them externally.

- The Deputy Chief Constable has provided updates on recent disciplinary hearings via Camnet, and has taken the opportunity to champion standards of behaviour which had not been reached – a failure which had ultimately resulted in the hearings in question.
- Over a three-year period, all control room and PSC staff (over 100 members of staff) received the You First training programme delivered by external consultants. This has ensured that staff use corporate standards with regard to welcome and address. Staff were taught how to give callers signposts of expectation. The training also included how to handle angry or hesitant callers and how to adopt a communication style to deal with different members of the public, as well as listening skills and how to take ownership of a call.
- The Chief Constable is personally leading on developing citizen focus within the force. She gives presentations at leadership seminars and is the driver behind the Putting People First programme and the embedding of a behavioural strategy. She is emphasising a message that performance and citizen focus can and must coexist and that one feeds the other; along with the message that targets are important, but within a performance improvement culture where standards are shaped by the public.
- Performance measures within the FCR are fed back to the FCR manager to enable him to monitor the performance of individual teams. Good performance is noted by the manager in a monthly email newsletter which is circulated to all staff within the FCR. Additionally a switchboard supervisor is being nominated for a commendation through the FPCG for her outstanding work on recruitment issues within the department.
- Examination of BCU performance meeting minutes shows a clear importance placed on citizen focus issues, particularly customer satisfaction data. With the emphasis being on doing today's jobs today, together with the CIMU updating victims and keeping them informed at all stages of the investigation, the rate of detections has increased because the right people are being targeted, and this in turn has resulted in an increase in satisfaction levels.
- The force has extended its use of CORA, which captures data at force, BCU and CDRP levels, into NORA whereby data is produced at a sector level and then a neighbourhood level, incorporating crime and ASB incidents.
- NPT commanders attend BCU partnership tasking and co-ordination group meetings, where neighbourhood priorities are discussed. Sector commanders are held accountable for delivery against these priorities in the same way that other managers are for operational delivery.
- Confidence and satisfaction issues are considered throughout the performance management frameworks of the force. At a strategic level the force Crossfire group meeting, chaired by the Chief Constable, examines these issues in detail. This meeting utilises PPAF and the APACS framework to oversee performance, with a

September 2008

strong emphasis on citizen focus. Actions arising from the meeting centre on the key areas affecting customer satisfaction, namely ASB, detections, investigation, call handling and response.

- The Crossfire meeting also considers dissatisfaction reports: each one is discussed at the meeting and then circulated to BCU SMTs, who are expected to make further contact with respondents. A template is used to manage this process, and the SMT is required to populate the template and update the next meeting.

Work in progress

- Corporate standards of behaviour have been published in a force leaflet and there is good awareness by staff of its content. However, the leaflet was published over three years ago, so the force executive board has asked all BCUs and departments to create their own behavioural standards and action plans for the force behavioural strategy.
- The force has introduced Incident File, a software package similar to the force crime management system Crime File. Incident File tracks non-crime incidents to ensure that all activity relating to them is managed effectively and that the force is giving a high-quality service to victims and callers. The incidents are allocated to individual NPT officers, along with action plans, and are monitored by supervisors.
- Key messages to be used by citizen focus leads in communication with their teams are being developed by the communications department. These messages are to be repeated throughout various communication activities planned by the corporate communication teams as part of their role in the citizen focus project. Examples of key messages include “Good service is not one size fits all, but takes into account what the citizen values” and “Citizen focus is not just about the way we treat the public – it is about the way we treat each other too.”
- Putting People First is the foundation learning and development programme which will be rolled out to all staff across the force in September 2008. Its aim is to give everyone in the force a basic knowledge of the principles of citizen focus.
- As the Citizen Focus programme developed, a formal strategy for implementation of the vision was adopted which identified the need for a new project, the Citizen Experience project – Putting People First? This project has the high-level objective of delivering a meaningful and sustainable increase in customer satisfaction and confidence levels through a long term change programme.
- The Putting People First programme included a training event for senior managers, who have since attended masterclasses to develop ideas on citizen focus. This training will continue in the workplace and a small cadre of assessors (‘champions’) have been trained to dip-sample workplace assessment books as well as visiting the workplace to assess how staff are putting into practice the training they have received.
- The force is carrying out a gap analysis of all training programmes, including the Initial Police Learning and Development Programme for student officers and PCSOs, and Detention Officer courses, to ensure they contain a citizen focus element so that ‘get it right first time’ principles are embedded.

- The force is working with some national companies, for example, O₂ and the John Lewis Partnership, to identify how they deal with customer service and ensure satisfaction, so that good practice can be taken back into the force to improve service delivery and levels of satisfaction.

Areas for improvement

- Corporate standards around staff accessibility vary among PCs, PCSOs and detective officers. PCs and PCSOs use contact cards showing the force switchboard number, their force mobile telephone number and their email address, but how members of the public are invited to contact them is left to individual discretion. Detective officers, however, regularly encourage the public to contact them through the direct dial facility or their force mobile telephones.
- Although the force has standard reward systems in place, such as bonus payments and commendations, there is no evidence that staff receive formal reward and recognition for delivering a positive experience to the public.
- The completion of a workbook arising from the Putting People First programme is viewed by PCs and sergeants as being an onerous additional task with little added value. There is a danger of frontline officers being discouraged from embracing citizen focus values by the requirement to complete the workbook, whereas at present there remains a healthy basic understanding of what good customer service means and how it can be simply delivered.
- There remains uncertainty among some front-line officers as to what citizen focus means and where force priorities lie. Officers interviewed understood citizen focus to mean keeping victims informed, but felt that this could not be achieved alongside the detecting of crime. This attitude contrasts with the Chief Constable's clear message that ethical crime recording should run alongside keeping victims informed. However, this message does not seem to have reached all areas of the force, as some senior managers on BCUs continue to drive the message that the force priority is for an increase in sanction detection rates.

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

	SPI 1e Satisfaction with the overall service provided		SPI 3b Satisfaction of users from minority ethnic groups with the overall service provided	SPI 3b Gap – comparison of satisfaction for white users and users from minority ethnic groups with the overall service provided
	Difference from MSF	2005/06 to 2007/08 change	2005/06 to 2007/08 change	+/-pp
Cambs	-1.4pp	+1.6pp	+3.5pp	2.1pp

Summary statement

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

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

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

There is a satisfaction gap between white users and users from minority ethnic groups with the overall service provided. Users from minority ethnic groups are 2.1 percentage points less satisfied.

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

Context

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

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

There is a summary of the statistical analysis methodology at Appendix 2 at the end of this report.

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

SPI 1e – satisfaction with the overall service provided.

79.6% of people surveyed in the year ending March 2008 were satisfied with the overall service provided, which is not significantly different to the average for the MSF.

Force performance was unchanged in the year ending March 2008; 79.6% of people surveyed were satisfied with the overall service, compared with 78.0% in the year ending March 2006.

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

Force performance was unchanged in the year ending March 2008; 73.8% of users from minority ethnic groups were satisfied with the overall service provided, compared with 70.4% in the year ending March 2006.

There is a satisfaction gap between white users and users from minority ethnic groups with the overall service provided. Users from minority ethnic groups are 2.1 percentage points less satisfied.

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

Strengths

- The force noted a slight gap in BME and white satisfaction levels, so to bridge that gap it now ensures that all BME victims of racist incidents who express any level of dissatisfaction with the police are visited. This has led to a closing of the dissatisfaction gap between BME and white victims. There is now no significant statistical gap between the two groups, with 73.8% of BME respondents and 75.9% of white respondents being at least fairly satisfied.

Work in progress

- None identified.

Areas for improvement

- None identified.

Appendix 1: Glossary of Terms and Abbreviations

A

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

B

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

C

CDRP	Crime and Disorder Reduction Partnership
CMU	Crime Management Unit

D

DCC	Deputy Chief Constable
DV	Domestic Violence

G

GO	Government Office
----	-------------------

H

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

HSE Health and Safety Executive

I

IAG Independent Advisory Group

ICT Information and Communications Technology

liP Investors in People

IS&T Information Systems and Technology

L

LCJB Local Criminal Justice Board

LSCB Local Safeguarding Children Board

M

MAPPA Multi-agency Public Protection Arrangements

MPR Monthly Performance Review

MSF Most Similar Force(s)

N

NCRS National Crime Recording Standard

NIM National Intelligence Model

NHP Neighbourhood Policing

NPIA National Policing Improvement Agency

NSPIS National Strategy for Police Information Systems

O

OBTJ Offender brought to Justice

P

PCSO Police Community Support Officer

PFI Private Finance Initiative

PI Performance Indicator
PIP Professionalising the Investigative Process
PURE Police Use of Resources Evaluation

Q

QoSC Quality of Service Commitment

R

REG Race Equality Group

S

SARA Scanning, Analysis, Response, Assessment

SOCA Serious and Organised Crime Agency

SPG Strategic Performance Group

SPOC Single Point of Contact

T

TCG Tasking and Co-ordinating Group

Appendix 2: Assessment of Outcomes Using Statutory Performance Indicator Data

Context

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

The survey results come from two different sources:

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

Understanding survey results

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

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

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

HMIC grading using survey results

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

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

Understanding significant difference

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

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

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

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

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