



## Gloucestershire Constabulary

Baseline Assessment  
October 2006



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### **Appendix 1 Glossary of Terms and Abbreviations**

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

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

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

## Introduction to Baseline Assessment

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

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

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

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

### Priority Frameworks

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

- managing critical incidents and major crime;
- tackling serious and organised criminality;

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- providing specialist operational support;
- strategic roads policing;
- protecting vulnerable people;
- neighbourhood policing; and
- leadership and direction.

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

### **Force Amalgamations**

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

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

### **The Grading Process**

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

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### **Service delivery grade**

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

#### *Excellent*

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

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

#### *Good*

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

#### *Fair*

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

#### *Poor*

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

### **Direction of Travel Grade**

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

#### *Improved*

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

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*Stable*

This denotes no significant change in performance.

*Declined*

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

**Good Practice**

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

**Future HMIC Inspection Activity**

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

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

## **Force Overview and Context**

### **Geographical Description of Force Area**

Gloucestershire Constabulary serves the county of Gloucestershire, comprising six local authorities. Gloucester is the county city and the largest town is Cheltenham. Situated at the northern edge of the South West region of England, Gloucestershire covers an area of 1,025 square miles, with large tracts of unspoiled natural landscape, including the Cotswolds in the north and the Royal Forest of Dean in the south-west, separated by the Severn Vale.

### **Demographic Description of Force Area**

The population of Gloucestershire was 564,559 at the time of Census 2001. In comparison to national figures the proportion of the population who define themselves as being from a black or minority ethnic (BME) group is low. Gloucestershire has relatively low levels of unemployment.

Despite its image as an idyllic rural area, significant pockets of deprivation exist within the county, with 13 wards in the top quartile nationally for deprivation. Furthermore, Gloucester district as a whole represents a particular area of deprivation, being the 101st most deprived district in the country (out of a total of 354 districts). This situation has a significant impact on overall performance.

### **Structural Description of Force, including Staff Changes at Chief Officer Level**

The force has a new purpose-built headquarters at Quedgeley, Gloucester, which was occupied in December 2005. The chief officer group consists of the Chief Constable, a deputy chief constable (DCC) and two assistant chief constables (ACCs). A police staff director of resources holds the finance, personnel and administration portfolios. The Chief Constable has been in post for five years, having previously served as the DCC in the county for three years. The DCC was previously the ACC (operations), while the current ACC (operations) is the former holder of the corporate services portfolio. The current ACC (corporate services) was appointed in 2005. The Police Authority (PA) chair is in his third term of office, having led the authority for over eight years.

The force is made up of three basic command units (BCUs) known as divisions, each of which is coterminous with two local authority areas. Each division is divided into inspector-led neighbourhood areas (INAs) within a geographic policing model: there are 17 INAs in total.

### **Strategic Priorities**

On appointment in April 2001, the Chief Constable set out a clear five-year plan for the force, known as Vision 5. The vision of this five-year plan is for Gloucestershire Constabulary to become the most operationally effective police force in the country. Vision 5 sets out the values and five-year strategic aims underpinning this objective. Each part of the plan has lead officers, applies to all areas of business and is complementary to the Police Authority's three-year strategy and local policing plan. The Police Authority fully endorses and supports Vision 5.

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Gloucestershire Constabulary is confident that Vision 5 fully takes into account current central government objectives and issues arising from the ongoing police reform programme. Much of the service improvement has been made possible through the increase in the local authority precept in April 2004. Developments have included additional police community support officers (PCSOs) (providing additional patrolling reassurance); a dedicated source handling unit; additional resources for major and economic crime investigation; additional detective constables; outsourcing of the detention officer function, releasing police officers to operational front-line duties; additional firearms officers to operate an extra armed response vehicle (ARV); and the civilianisation of scenes of crime officers (SOCOs) with new police staff posts to support administrative functions. These developments have positioned the force to achieve its Vision 5 aim.

The local policing plan is published as a full website (not simply a downloadable document) at <http://www.gloucestershirepolicingplan.org.uk/1.html>. The three-year strategy is linked to this site.

Current organisational strategic priorities for the force include:

- delivering the best future policing model for Gloucestershire through force restructuring;
- increasing capacity and capability to deliver neighbourhood policing;
- developing information management capability;
- developing the workforce to enhance operational effectiveness; and
- increasing operational effectiveness through estate development.

### **Impact of Workforce Modernisation and Strategic Force Development**

The following are the priorities for increasing operational effectiveness through workforce modernisation:

- ensuring that the outcomes of diversity training needs analysis are incorporated into all training programmes;
- ensuring the Quality of Service Commitment is embedded into all operational activity; and
- improving the frontline investigation skills of all officers through the Professionalisation of Investigation Programme.

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## **Major Achievements**

An Investors in People Charter Mark was awarded across the whole organisation in 2005.

The new headquarters building at Quedgeley was completed, and over 300 staff successfully migrated, with the overall project delivered on time and within budget.

## **Major Challenges for the Future**

Shaping the future policing provisions for the county of Gloucestershire remains the most significant challenge facing the force and its Police Authority. Gloucestershire Constabulary welcomes the additional Home Office review of force structures within the South West region.

In the National Policing Plan 2005–08, police forces are required to reduce crime by 15%. However, recent improvements in crime reduction have largely been achieved by increased targeting of priority crimes and prolific offenders. General reductions in crime can only be achieved through a widespread increase in police activity and effectiveness. The force is embracing this challenge.

Other major challenges are outlined within the overarching strategic document Vision 5 (2000/07), for example “becoming more citizen-focused and engaging more effectively with its communities”. For 2006/07, the overall emphasis is on the force “getting closer to its communities”.

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

# 1 Citizen Focus (Domain A)

## 1A Fairness and Equality in Service Delivery

|              |                            |
|--------------|----------------------------|
| <b>Grade</b> | <b>Direction of Travel</b> |
| <b>Fair</b>  | <b>Stable</b>              |

### National Grade Distribution

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 0    | 15   | 28   | 0         |

### Contextual Factors

The force aims to provide a service that is sensitive, appropriate and accessible equitably to all its communities. The dedicated diversity unit has strategic oversight of all issues concerned with service delivery to minority groups and the promotion of best practice. Internally, it monitors hate crime reduction/investigation performance through the diversity strategic board, known as Trust, and through the mainstream performance improvement conference (PIC) and associated senior officer conferences, where senior managers are held to account. In addition, user satisfaction results are monitored using these two forums. Regular monitoring of hate crime is undertaken by the diversity unit to ensure that organisational learning and community intelligence are captured. To enhance the level of service provided to hate crime victims, dedicated hate crime investigators have recently been deployed to BCU-based community protection teams.

During 2005/06 the sanction detection rate for violence against BME victims fell slightly to 43% but was still above the MSF group average of 37%, and the difference in detection rates between white and BME victims fell to 1.9% compared with an MSF average of 3.3%.

High levels of overall satisfaction with the whole experience of the service provided were reported among BME and white service users alike – 78% of BME users and 77.3% of all users.

### Strengths

- There is a comprehensive diversity strategy that outlines actions relating both to the delivery of policing services across all the force's communities and to internal actions on organisational issues. The force delivers on this strategy with the help and co-operation of a range of outside organisations and agencies, and through regular consultation with local community groups, as well as more general public consultation to ensure public confidence in the police is maintained. Underpinning the strategy is a diversity action plan (DAP).
- The revised race equality scheme (RES) was published in May 2005. Recommendations and good practice arising from Commission for Racial Equality

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(CRE) inspections of race equality schemes (Gloucestershire was not assessed) were captured in the rewriting of RES to improve assessment, publishing and monitoring.

- To ensure continual improvement by all staff in delivering a fair and equitable policing service, the force has recently commissioned and completed a diversity training needs analysis which is intended to inform the next phase of diversity training. Community groups and the independent advisory group (IAG) were consulted throughout the process. The new diversity programme follows a modular format, with officers and staff completing the necessary modules linked to their specific role profiles, eg hate crime investigators and witness support officers.
- Some 95% of operational force buildings are accessible to disabled service users. The force has supported the creation of a disability advisory group, comprising internal staff representatives and IAG members, to support the development of understanding and awareness of the needs of disabled service users. The group has been actively involved in advising on the new police headquarters building. In addition, changes have been made to buildings with access issues in order to meet the needs of all staff and visitors. In recognition of these efforts the force has been awarded the double tick symbol by Jobcentre Plus.
- Recent proactive engagement with the gypsy and traveller community has formalised hitherto ad hoc partnership working relationships – for example, the force has engaged the services of gypsy/traveller community members from the Metropolitan Police Service IAG to advise on aspects of operational policing during the recent annual Stow Horse Fair. IAG members were involved in the planning of and briefing for the event. The success of this initiative has led the force to seek the permanent recruitment of gypsy/traveller representatives within both the soon-to-be-restructured IAG and the force working group used in planning future Stow Horse Fair events.

### **Work in Progress**

- The IAG, which currently totals six members, has been created and developed by the local criminal justice board (LCJB), of which the force is an integral partner. The IAG has mainly been engaged by the force to evaluate force policy at a strategic level, for example it was consulted as part of the diversity training needs analysis. To ensure more proactive use of the IAG at strategic and tactical levels, for example engagement in critical incident management, the force plans to launch an IAG membership recruitment process and to extend its role, and in particular its community profile, better to reflect the six strands of diversity.
- Funding has been approved for the purchase and use by the force of the nationally recognised Diversity Excellence Model, an assessment tool used to benchmark organisational performance across all the six strands of diversity. The assessment process is scheduled for use during 2006/07.

### **Areas for Improvement**

- To improve performance in hate crime reduction and investigation, dedicated hate crime investigators have now been appointed within the BCU-based community protection team (CPT) structure, with direct responsibility for overseeing and

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managing the collective response to all reported hate crime incidents. In addition, CPT issues are now formally considered as a standing item at National Intelligence Model (NIM) tasking and co-ordination meetings. These changes follow the recently completed review of CPTs. All recommendations are planned for implementation during 2006/07, including the introduction of a clear hate crime performance management framework. In addition, overseen by the Trust board, the hate crime policy has been updated to incorporate the revised Association of Chief Police Officers (ACPO) hate crime guidance published in March 2005.

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**1B Neighbourhood Policing and Problem Solving**

|              |                            |
|--------------|----------------------------|
| <b>Grade</b> | <b>Direction of Travel</b> |
| <b>Poor</b>  | <b>Stable</b>              |

**National Grade Distribution**

|             |             |             |                  |
|-------------|-------------|-------------|------------------|
| <b>Poor</b> | <b>Fair</b> | <b>Good</b> | <b>Excellent</b> |
| <b>4</b>    | <b>18</b>   | <b>20</b>   | <b>1</b>         |

**National Context**

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

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

**Contextual Factors**

Gloucestershire Constabulary is well placed to implement and develop neighbourhood policing across the county. The long-established style of policing is already heavily based on the concept of local policing through the force’s INA structure. The introduction of the neighbourhood policing programme is considered a natural progression to the further development of stage 2 of Vision 5 (force strategic development plan – *Getting closer to our communities 2005–07*), increasing public confidence and reducing crime through closer community engagement – as instanced by the introduction of safer community teams (SCTs).

In recognition of its commitment to providing an all-encompassing neighbourhood policing service, working alongside partner agencies to tackle local community based problems, the Barton Street SCT (the BCU pathfinder site) received a national crime reduction award in 2005/06 for achieving an overall reduction in crime of 24%. However, this work has not yet been replicated elsewhere in the force. Since the baseline assessment was completed, the force has signed a contract to secure funding over four years from Gloucestershire County Council for an additional 63 constables who are intended to be deployed to the emerging SCTs. This represents a significant success in securing funding from partner agencies and is to be commended.

In spite of the commitment to traditional neighbourhood policing, the present arrangements fall short of the new regime required, with many of the fundamental ingredients of profiling, training and briefing on the organisational vision being absent. The force runs the risk of sacrificing quality for speed.

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British Crime Survey (BCS) results indicate that confidence in the local police was comparatively low in 2005/06 at 48.5% – the lowest rating in the most similar forces (MSF) group, where the average was 52.0%.

### **Strengths**

- The force is fully committed to the roll-out of neighbourhood policing across Gloucestershire. To ensure delivery, a governance structure at strategic level has been established, including a neighbourhood policing programme board overseen by the ACC (corporate services). At BCU level, a neighbourhood management board at the pathfinder site includes Police Authority and partner representation. Development is monitored against a documented action plan and a dedicated project manager has been appointed.

### **Work in Progress**

- At the time of assessment a formalised SCT resource abstraction policy was in draft and scheduled for adoption in early 2006/07.
- At force and BCU levels, a framework for gathering community intelligence is subject to ongoing development based on already well-established community links and contacts, for example community intelligence action plan to train SCT supervisors, constables and PCSOs with the aim of better directing the activities of SCT officers and staff toward gathering community intelligence. Until SCT officers and staff have become skilled in this area, there is a danger that the ability to gather meaningful community intelligence may be lost.

### **Areas for Improvement**

- There has been national recognition of good practice developed at the Barton Street SCT. In addition, the creation of a further 10 SCTs by March 2006, though ambitious, was achieved to varying degrees. However, there has been little evidence of the systems or learning developed at Barton Street being spread to these other new SCTs. The headquarters team responsible for the strategic development of neighbourhood policing appeared to be disconnected from the frontline development process within the SCTs.
- Together with its partners the force contributes to the crime and disorder reduction partnership (CDRP)-funded multi-agency information database for neighbourhoods (MAIDeN). Data (including levels of crime and deprivation and demographic statistics) from both MAIDeN and the vulnerable neighbourhood index has been used to prepare community and neighbourhood profiles, for example at Barton Street. At the time of assessment, however, only two profiles had been completed due to a lack of analytical capacity.
- The ambition of the force to establish SCTs quickly is commendable. However, at the time of the baseline assessment there was little evidence of structured training or detailed briefing having been delivered to supervisors or staff responsible for rolling out the new SCTs. Should this situation continue there is a danger that delivery of the new neighbourhood vision will be compromised.
- With the exception of Barton Street SCT, which is developing the concept and establishment of neighbourhood panels (joint police, partner and community forums)

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to set and monitor local priorities in line with the NIM principles such as tasking and co-ordinating, evidence of this approach elsewhere within the force is limited. There is, however, evidence of SCTs using problem-solving methodologies, engaging partners where appropriate, to tackle local problems – for example the setting-up of scanning, analysis, response and assessment (SARA) plans. The progress of SARA plans is rigorously monitored within the force performance improvement mechanisms.

- While the operational skills and enthusiasm of front-line SCT staff are at a high standard, the delivery of SCT training in the guiding principles of neighbourhood policing has to date been ad-hoc, with little sharing of good practice. In acknowledging a lack of corporacy in this fundamental area the force plans to conduct a training needs analysis during 2006/07. This will also consider joint partner training, which once again has been limited.
- To ensure the equitable and fair recruitment and selection of SCT officers and staff responsible for delivering a consistent neighbourhood policing service to all communities, corporate SCT job descriptions and role profiles are being developed, but these are not yet in place. Staff currently deployed have been appointed on a volunteer basis using generic profiles taken from the national integrated competency framework. This approach is acknowledged as a commendable start to the process; however, other police forces have already created specific job descriptions and profiles which clearly set out neighbourhood policing roles.

**1C Customer Service and Accessibility**

|              |                            |
|--------------|----------------------------|
| <b>Grade</b> | <b>Direction of Travel</b> |
| <b>Good</b>  | <b>Improved</b>            |

**National Grade Distribution**

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 0    | 19   | 22   | 2         |

**Contextual Factors**

Gloucestershire Constabulary has a very strong commitment to customer service and accessibility – for example, a large number of premises are compliant with the Disability Discrimination Act 1995 (DDA). The estates strategy includes maintenance of 17 neighbourhood community police stations which are central to the ethos of community engagement and operational service delivery. Finance has been approved for the building of two new police stations at Lydney and in Cheltenham town centre.

The force technical infrastructure has been designed to support the e-policing agenda in line with government requirements. A dedicated web development officer has been appointed to improve existing e-based services such as e-crime reporting and INA performance management information.

During 2005/06 user satisfaction surveys indicated a positive picture for the force. The all users (except racist incidents) survey indicated that for each category – ease of contact, action, follow-up, and treatment – the force was performing better than the MSF group average. It is worthy of note, however, that despite the existence of good systems for collection of user satisfaction data, response rates in the county are low.

**Strengths**

The force is launching the ACPO quality of service commitment six months ahead of the national implementation date (November 2006). An action plan to implement the key recommendations has been agreed. Implementation of this plan commenced in March 2006.

- Vision 5 contains clear customer service messages that are regularly reinforced through a variety of media and championed by the senior management of the force.
- A comprehensive contact strategy and associated policy are in place. Linkage is provided between different communication technologies including telephone, email, voicemail and call diversion. Standards were developed using feedback from internal and external customers.
- The force has already adopted a single non-emergency number, which has been widely advertised and published in local media, and distributed to all households in the county.

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- The quality of contact and engagement with callers is monitored in different ways, with a heavy emphasis on qualitative checks by supervisors in addition to the achievement of call-handling targets. Over 1,000 customer satisfaction surveys are carried out each year to ensure quality and provide feedback and learning. Control room operator skills assessments are also carried out by supervisors who monitor contacts either in real time or from hard disk recordings, again to assure quality (see 5A, Contact Management).
- New technology (including the internet and 3G mobile phones) is exploited to improve access to services, and the force's technical infrastructure has been designed to support government e-policing requirements.
- Some 95% of police buildings open to the public are currently accessible to people with disabilities. The estates department has worked through an action plan for compliance with the Disability Discrimination Act 1995. Only Stow-on-the-Wold police station remains to be adapted, but this is subject to planning restrictions.
- The contact management in the force is regarded as a key element in delivering a high level of customer service, and the ethos of meeting customer expectation is embedded in the department.
- Framework 3E, Criminal Justice Processes, details how well the force deals with victims and witnesses. The level of compliance with the national standards for victim and witness care is described by the Victim Support Service as very good. Arrangements are in place to ensure compliance with the national Victims of Crime Code of Practice introduced in April 2006.

### **Work in Progress**

- There is recognition of the need to develop a comprehensive community engagement strategy. Development of the neighbourhood policing community engagement strategy is ongoing and designed to inform this work.

### **Areas for Improvement**

- None identified.

**1D Professional Standards**

|              |                            |
|--------------|----------------------------|
| <b>Grade</b> | <b>Direction of Travel</b> |
| <b>Fair</b>  | <b>Not Graded</b>          |

**National Grade Distribution**

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 2    | 16   | 25   | 0         |

**National Position**

In view of the recent focused inspection activity of professional standards departments across the country, the grade allocated in the national moderation process and publication of the reports in January 2006 will be applied for the purposes of baseline assessment.

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

Evidence was gathered, consolidated and reported upon in individual force baseline assessment reports which can be found on the HMIC website:  
[http://inspectors.homeoffice.gov.uk/hmic/inspect\\_reports1/baseline-assessments.html](http://inspectors.homeoffice.gov.uk/hmic/inspect_reports1/baseline-assessments.html)

## 2 Reducing Crime (Domain 1)

### 2A Volume Crime Reduction

|              |                            |
|--------------|----------------------------|
| <b>Grade</b> | <b>Direction of Travel</b> |
| <b>Fair</b>  | <b>Stable</b>              |

#### National Grade Distribution

|             |             |             |                  |
|-------------|-------------|-------------|------------------|
| <b>Poor</b> | <b>Fair</b> | <b>Good</b> | <b>Excellent</b> |
| <b>1</b>    | <b>18</b>   | <b>20</b>   | <b>4</b>         |

#### Contextual Factors

The force has been successful in using crime reduction techniques to reduce volume crime, particularly through partnership work. In addition, the support given to architectural liaison work has assisted the longer-term aim of ensuring that crime reduction measures are a key focus in large-scale building developments in the county.

However, in terms of performance data, results achieved during the last year have been disappointing: despite year-on-year reductions the force is at the bottom of its MSF group for all crime reduction. In particular, though the actual numbers involved are small, the incidence of robbery offences has risen against MSF peers, with an increase of 24%.

The 2005/06 Audit Commission annual assessment of compliance with both the National Crime Recording Standard (NCRS) and Home Office Counting Rules (HOCR) resulted in the force receiving an overall Fair grading for management arrangements and data quality.

Performance during 2005/06 saw reductions in BCS comparator crime, BCS acquisitive crime, domestic burglary, and vehicle crime. In spite of these reductions, however, the force has not kept pace with forces in its MSF group, and for all categories listed it has higher levels of crime than the MSF group average. Robbery and violent crime saw increases during the same time period, and in both categories the force was at the bottom of the MSF group.

BCS fear of crime surveys carried out during 2005/06 indicate relatively low levels of fear of burglary, car crime and violent crime, all below MSF group averages.

#### Strengths

- The ACC (operations) is the chief officer lead for crime reduction. Performance in relation to crime reduction is managed at the monthly PIC, chaired by the ACC (operations), where BCU commanders are held to account for performance.
- To reduce volume crime a number of tactical options and problem-solving methodologies are used, for example 'Safe' crime reduction initiatives such as Streetsafe (targeting street violence). A senior officer has the strategic lead for each initiative, which provides a corporate approach to ensuring compliance with force strategies and disseminating good practice.

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- The force and BCU NIM process and tasking and co-ordination group (TCG) meeting structure, in particular, ensure continuous focus is applied to crime reduction performance monitoring through the identification of emerging trends and the associated setting of priorities, eg the force-wide Operation Springboard, a proactive volume crime reduction initiative supported by level 2 resources.
- There is strong evidence of an embedded problem-solving approach to crime reduction using SARA plans and problem profiles at both level 1 and level 2.
- A high level of commitment to working in partnership with CDRPs across Gloucestershire, aimed at reducing crime, is evident at all levels throughout the force. Demonstrating this commitment, the force has realigned the BCU senior management team structure the better to match CDRP boundaries, ie BCU chief inspectors are assigned geographical multi-functional responsibility for a CDRP district.
- The better to predict and respond to peaks in crime over a 12-month period, the force has developed a strategic plan for crime reduction initiatives and associated marketing. A library of tactical initiatives linked to marketing plans, known as the Crime Reduction Calendar, can be accessed and implemented at short notice to reduce volume crime. This approach also underpins preventative measures linked to the control strategy priorities at force and BCU levels.

#### **Areas for Improvement**

- Notwithstanding the successes achieved by the force using the 'Safe' initiatives, performance during 2005/06 indicate that there is a need to substantially improve crime reduction performance substantially in all categories. Consideration should therefore be given to reviewing successes achieved by other forces in its MSF group and in the South West region, and gleaning whatever good practice can be transferred to Gloucestershire.
- The Audit Commission's 2005/06 annual assessment of force compliance with both NCRS and HOCR standards resulted in the force receiving an overall Fair grading for management arrangements and data quality. For the second year running, the report particularly highlighted continuing concerns in relation to training: for example, there continues to be no formal training programme on NCRS issues for those who undertake recording, which is impacting upon NCRS performance.

### 3 Investigating Crime (Domain 2)

#### 3A Managing Critical Incidents and Major Crime

|              |                            |
|--------------|----------------------------|
| <b>Grade</b> | <b>Direction of Travel</b> |
| <b>Fair</b>  | <b>Stable</b>              |

#### National Grade Distribution

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 5    | 17   | 17   | 4         |

#### Contextual Factors

The force has a robust approach to critical incident management and response to major crime investigation. Following significant investment in recent years, the force is well resourced at level 2. Considerable work has been undertaken in 2005/06 to further strengthen performance in this area.

#### Strengths

- The force has published a critical incident management policy, incorporating the national ACPO definition. All senior managers have been trained in critical incident management using the gold/silver/bronze command structure, and can evidence practical experience gained from recent incidents, for example Stow Horse Fair 2005 – Osman warning incident and Operation Leviticus.
- The potential for and identification of critical incidents are monitored daily at force and BCU management levels with the overview and scrutiny of decisions being provided by the ACC (operations).
- In line with NIM principles, the strategic assessment identifies potential risks and threats identified as being likely to impact upon the force and its communities at local, regional and national levels, for example serious and organised crime, violent crime and terrorism. Resulting control strategy priorities are monitored via strategic leads who submit bi-monthly 'thematic crime area' delivery plan action reports, for example the firearms delivery plan, which are designed to gauge progress against intelligence, prevention and enforcement priority requirements.
- The force's contribution to Gloucestershire multi-agency police protection arrangements (MAPPAs) is well established, effectively managed and co-ordinated at both strategic and tactical levels. The force has displayed innovation, in partnership with the Probation Service, by jointly funding and co-locating a senior probation officer to undertake the role of MAPPAs manager, working within the force-level public protection team sited at Waterwells, Quedgeley headquarters. There is clear evidence that this strategy has increased the level of service delivery in relation to the risk management of serious and dangerous offenders (see 4B, Protecting Vulnerable People).

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- At force and BCU levels the arrangements for gathering community intelligence have been significantly enhanced, with well-established community links and contacts now in place; for example, community intelligence officers are trained and placed within INAs and SCTs. Weekly use is made of community impact assessments to monitor any increase in community or criminal tensions; these assessments feed into the NIM process, for example a joint approach with the Probation Service to manage community concerns over the proposed recategorisation of a local bail hostel. The force also contributes to MAIDeN, a multi-agency neighbourhood information sharing system which provides demographic profiles designed to aid more focused use and allocation of resources and services.
- There are well-established and sufficient levels of resources to provide a 24-hour critical incident and major crime specialist support response strategically, tactically and operationally, with call-out procedures that are regularly utilised and tested. A recent review of the silver firearms commander cadre capacity and capability has resulted in a reduction of numbers to ensure skills are honed and maintained at a level that meets national accreditation standards. The review has also led to changes in response procedures which enable control room duty inspectors accredited as silver commanders to deploy resources, seeking authority where necessary, thereby resolving incidents more quickly.
- Migration to the new purpose-built headquarters complex at Quedgeley in December 2005 has provided the force with excellent state-of-the-art accommodation and facilities to manage critical incidents and support major crime investigations. The major investigation team (MIT) and associated support services are located on this site. A full-time cadre of Home Office Large Major Enquiry System 2 staff is in place, and all MIT staff are trained across all major incident room (MIR) roles to maintain skills and to ensure that deployments are based on function rather than on rank. The MIT is supported by a number of BCU-based, MIR-trained staff, including BCU crime managers who provide senior investigating officer (SIO) resilience.
- All critical and firearms incidents (eg the recent use of a Taser in Cheltenham) are systematically reviewed post-incident, using officers trained in structured debriefing processes, to capture, retain and disseminate organisational learning points.
- The ACC (operations) has the lead portfolio for managing critical incidents and major crime investigations. Regular meetings are held with SIOs to monitor case progress, ongoing resource allocation and costings. Out of hours, all chief officers undertake the call-out role as gold commander.
- A comprehensive risk management strategy is in place. A force and BCU risk register, based on organisational and operational strategic risk assessment, is regularly reviewed to consider ongoing risks and associated control measures.

### **Work in Progress**

- A homicide prevention strategy is in development, which when completed will provide greater understanding and targeting of resources to prevent and minimise homicides, particularly domestic violence (DV)-related homicides which currently make up the largest proportion of such incidents. The work should be completed as a priority.

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- The IAG, which currently has six members, has been created and developed by the LCJB, of which the force is an integral partner. The IAG has mainly been engaged to evaluate policy at strategic level, eg consultation in the diversity training needs analysis. To ensure more proactive use of the IAG at both strategic and tactical levels, such as engagement in critical incident management, the force plans to launch an IAG membership recruitment process, extending the group's role and in particular its community profile the better to reflect the six strands of diversity. This development will complement the capability of the force to manage critical incidents and major crime investigations.

### Areas for Improvement

- While there are trained senior officers, and a two-day exercise has been developed with Centrex to test capability and capacity in critical incidents, the level of knowledge and understanding of critical incident management among juniors officers is low.
- There is no dedicated major crime review capability. Reviews, where commissioned, are conducted in line with ACPO major incident room standardised administrative procedures (MIRSAP), using a dedicated SIO and associated resources brought together from the MIT when downtime allows. To provide any necessary independent review of MIT level investigations (eg, category a/b murders – where the offender is unknown or the enquiry is considered complex), mutual aid support is called upon from neighbouring forces. The establishment of a review capability is planned during 2006/07, and this is currently being developed via the level 2 TCG process, in partnership with the National Crime and Operations Faculty and the Forensic Science Service (FSS) for example via Operation Laser - which focuses on undetected serious sexual offences such as rape.
- While there is a fully integrated intelligence system (UNITY) that encompasses crime, intelligence, custody and criminal justice, it has no interoperability with neighbouring forces. However, the force has assisted in the national implementation of the IMPACT nominal index (INI) and IMPACT systems and has met requirements for reaching data transfer standards as outlined in the Bichard Report.
- Implementation of professionalising the investigative process (PIP) level 3 for all SIOs is being actively pursued. One SIO has completed the evidence-gathering process necessary to achieve accreditation. A cadre of level 5 interview advisers has recently been created to support major crime investigations.

## GOOD PRACTICE

|  |
|--|
| <b>TITLE: Casualty Bureau</b>  |
| <b>PROBLEM:</b> Gloucestershire, who have a recognised risk of the potential for a major air disaster in the RAF Fairford Royal International Air Tattoo (RIAT), pioneered a regional agreement. This was pursued in collaboration with the southwest forces under the chair of D/Supt Berry from Gloucestershire. It has been subsequently promoted by the national ACPO lead ACC Anil Patani of West Midlands police as 'Best Practice' and a template for |

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others to follow. The East Midlands and North West regions have all sought support for developing this type of initiative.

**SOLUTION:**

The casualty bureau is usually activated following a major incident and is designed to receive information relating to anyone involved in the incident. When a major incident occurs in Gloucestershire involving a large number of casualties, or is likely to result in a large number of telephone calls from concerned relatives and friends, police will normally activate the Force Casualty Bureau.

The Police Casualty Bureau is able to gather as much information as possible about the people involved, to process the information and provide accurate information to relatives and friends as well as the police officer in charge of the enquiry.

**Completed Developments and Successes**

By the end of February 2006 a new draft regional agreement incorporating new operational appendices will be completed. This will include measures for use of the Police Portal, National Mutual Aid Telephony (NMAT, previously Super RAD) ownership, the national business process (this was itself reviewed by D/Supt Berry Gloucestershire on behalf of the national steering group), duty rotas and activation details for regional single point of contact and duty SIM rota. The Southwest now has the ability to mobilize as a region using a single activation number; Gloucestershire Constabulary manages this facility.

This collaboration has been found to be invaluable nationally when the Southwest was able to respond to a high media profile Category 'A' murder in Wiltshire (Operation Card), the bombings in London and more recently the bombings in Egypt; the events in July generated the highest call volumes for casualty bureau work experienced in this country.

South Wales, Gwent and Dyfed Powys forces have all indicated a desire to participate in the collaboration based upon it's acknowledged success and will be invited as partners into the new agreement.

**OUTCOME(S):** D/Supt Berry is now a member of the national casualty bureau steering group and is ensuring that strategic fit is incorporated into the new Holmes system. He is presently chair of the futures group for Holmes 2 and a member of the project board for Holmes 20-20. He is presently developing with colleagues from the Metropolitan Police and Strathclyde Police detailed advice and guidance on media strategies for casualty bureau scenarios. Together with the National PITO casualty bureau co-ordinator he is presently drafting a paper to inform ACPO Cabinet on casualty bureau development.

The region recognizes that effective casualty bureau management depends on a small number of specialists. In order to provide a far more rational response, we are developing a virtual regional team of key people. This will also assist in dissipating costs amongst constituent forces.

**FORCE CONTACT:** Loieuse Gill : Planning & Review 01452 752136

**3B Tackling Serious and Organised Criminality**

|              |                            |
|--------------|----------------------------|
| <b>Grade</b> | <b>Direction of Travel</b> |
| <b>Good</b>  | <b>Stable</b>              |

**National Grade Distribution**

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 7    | 21   | 13   | 2         |

**Contextual Factors**

The force is proactive in tackling serious and organised criminality and has significantly increased both capacity and capability over recent years. It currently authors the regional strategic assessment, and there is strong synchronisation between both the region's and the force's strategic assessments and control strategies.

The force is able to evidence strong collaborative ties across boundaries both within and outside the South West region. It is currently part of a consortium comprising five forces across the South and Midlands, in relation to tackling organised crime (Operation Haul). Gloucestershire Constabulary has the lead for intelligence development.

There are strong levels of resourcing for economic crime, eg fraud and e-crime. The large number of fully accredited financial investigators has enabled the force to target money-laundering operations and the confiscation of criminal assets effectively.

**Strengths**

- The ACC (operations) is the chief officer lead for tackling serious and organised criminality (level 2 cross-border crime) and also the NIM champion. He chairs the Force's and the South West region's level 2 TCG meetings. There is clear evidence of proactivity in holding level 2 crime SIOs accountable for investigative decision making and progress against performance targets.
- The strategic assessment is a comprehensive document highlighting key findings and intelligence gaps specifically relating to organised crime groups operating within and impacting upon Gloucestershire. (Contextual Factors above).
- Substantial investment over recent years has significantly increased the force's capacity and capability to tackle serious and organised criminality proactively. A dedicated major crime unit (MCU) has been established, consisting of nationally trained and accredited resources, including a dedicated surveillance unit, financial investigators and a stand-alone intelligence cell incorporating dedicated analytical staff. Analytical capacity is being further enhanced during 2006/07.
- The force is an active contributor to the regional level 2 NIM TCG process: for example, it authors the regional strategic assessment, which facilitates cohesive links between the force and other regional force control strategies (see Contextual Factors above). There are effective links with the Serious Organised Crime Agency

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(SOCA): for example attendance by a SOCA officer at level 2 intelligence meetings, and joint investigations (such as Operation Aspen).

- Serious and organised crime performance targets and objectives are subject to consultation, evaluation and monitoring via the performance improvement process and NIM tactical TCG (TTCCG) meeting structures. Though a significant amount of MCU tasking involves tackling the supply of controlled drugs, the activity is in line with the control strategy priorities and performance targets set out in the local policing plan. The MCU has completed a number of successful operations in this area, for example Operation Rowan (level 2) and Operation Pandora (level 2 resources engaging with level 1 criminality).
- The force has a well-resourced economic crime unit and financial investigation capability, totalling 21 financial investigators deployed at force and BCU levels. BCU-based financial investigators are a recent innovation designed to promote early Proceeds of Crime Act 2004 (POCA) intervention opportunities. The use of POCA is well embedded within the force: for example effective use is made of suspect activity reports to seize assets (eg Operation Hornbeam).

#### **Areas for Improvement**

- The force recognises the need to improve its evaluation of level 2 operations to capture and record both learning and good practice.
- There is a need to understand better the impact of preventive and enforcement activity directed towards challenging criminality which affects the diverse communities in Gloucestershire, and a range of indicators for measuring harm within those communities should be developed.

**3C Volume Crime Investigation**

|              |                            |
|--------------|----------------------------|
| <b>Grade</b> | <b>Direction of Travel</b> |
| <b>Fair</b>  | <b>Stable</b>              |

**National Grade Distribution**

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 3    | 20   | 16   | 4         |

**Contextual Factors**

The force can demonstrate strong performance in detections against its own documented targets and MSF comparators. However, the lack of compliance with NCRS and HOCCR remains an issue.

Performance figures for 2005/06 include a significantly improved sanction detection rate for all crimes, standing at 28.1%, above the MSF group average of 25.9%. Sanction detections for domestic burglary rose to 20.3%, also above the MSF group average of 17.7%. For vehicle crime the force had the highest sanction detection rate in its MSF group – 17.2% as against a group average of 12.3%. The robbery a sanction detection rate was 30.7%, also the highest in the MSF group, whose average was 25.1%. The sanction detection rate for violent crime continues to rise and by the end of the year stood at 44.8%, just below the MSF group average of 45.7%. The number of offences brought to justice during the year was 15,400, significantly above the LCJB target of 11,458.

**Strengths**

There is an effective and clearly accountable performance management framework at force, BCU and INA levels, led by the ACC (operations), that is used to hold BCU commanders and their staff accountable at weekly, monthly and quarterly PIC meetings.

The implementation of a number of recommendations made by the Catch and Convict project has led to significant improvements in volume crime investigation, for example the adoption of a corporate approach.

On one BCU (Forest and Gloucester), a formalised and fully auditable crime screening process, as outlined in the ACPO volume crime management model, was introduced as a pilot. The pilot included monitoring of the timeliness and quality of investigations managed by the newly formed crime evaluation unit. At the time of the baseline assessment evaluation of this pilot was ongoing.

**Areas for Improvement**

An audit review by HMIC and the Police Standards Unit (PSU) in January 2006, to assess the level of compliance with HOCCR across the range of sanction detections, graded the force as Poor. The review found overall that recording of actions, direction and informed decision making were inconsistent and generally poor in the

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sample reviewed, which limited accountability and audit trail in the crime detection process; for example, at the time of the review the force had no capacity under the force crime registrar to audit on a continuous basis crime detection disposals or the quality of submissions of police-detected disposals. Further, the standard of management in terms of crime investigation files examined, suggested that first-line supervision decisions, directing an investigating officer as to how proceed were not being recorded and in fact in some cases were not present.

The 2005/06 Audit Commission annual assessment of compliance with both NCRS and HOCR standards resulted in the force receiving an overall Fair grading for management arrangements and data quality. For the second year running, the report particularly highlighted continuing concerns over training: for example, there continues to be no formal training programme on NCRS issues for those who undertake recording, which is impacting upon NCRS performance.

**3D Improving Forensic Performance**

|              |                            |
|--------------|----------------------------|
| <b>Grade</b> | <b>Direction of Travel</b> |
| <b>Fair</b>  | <b>Declined</b>            |

**National Grade Distribution**

|             |             |             |                  |
|-------------|-------------|-------------|------------------|
| <b>Poor</b> | <b>Fair</b> | <b>Good</b> | <b>Excellent</b> |
| <b>3</b>    | <b>16</b>   | <b>21</b>   | <b>3</b>         |

**Contextual Factors**

The performance picture in this area is mixed. There are examples of innovation and a will to improve forensic service delivery. There has been not only a clear drive to improve performance at a strategic level, but also a desire to increase the use of forensics as both an intelligence and an investigative tool, for example as a means of investigating historic cases, as evidenced by the further development of the forensic linked crime unit (FLCU). External consultants have been critical of this service and have suggested a number of areas for improvement. The recent move to a new state-of-the-art police headquarters (January 2006) with a scientific support unit fit for the 21st century, has provided a bespoke working environment, which will serve forensic investigators for many years to come.

**Strengths**

- During 2005/06, improvements recommended by external forensic consultants have led to a number of improvements to forensic service management processes: for example, new, more stretching scene attendance targets have been set and there have been changes in FLCU working practices. These changes, are designed to increase forensic performance levels.
- A number of bespoke contracts and service level agreements (SLAs) in place (internally and externally) ensure value for money is achieved from forensic submissions, both in terms of service delivery and cost; for example, the FSS, considers the force FLCU footwear examination system and process to be good practice.
- The force is currently involved in a partnership project with a local health authority to build a sexual assault referral centre at Gloucester Royal Hospital. This will facilitate effective early evidence recovery in a safe clinical environment, while offering victims care, health advice and counselling. In the interim, an early evidence recovery scheme has been instigated, working with sexual health care professionals across the county.
- Force policy dictates that all new police officer recruits, including special constables, PCSOs and civilian detention officers, submit DNA samples during their induction periods. This also applies to all police staff who are crime scene attendees or who are likely to handle exhibits. During 2005/06, a total of 105 police officers and special constables were recruited, all of whom provided DNA samples. Gloucestershire Constabulary is one of only a handful of forces to have a 100% DNA sampling rate for police officers and support staff involved in forensic work or scene attendance.

### **Work in Progress**

- During 2005/06 the force fully embraced the use of the PSU-led SWIM programme. In their final report (February 2006) the external consultants made a number of observations aimed at improving forensic performance – for example that forensic performance measurement is hampered in some areas by poor data quality (a large number of database entries had no crime reference number, making retrieval difficult). In addition, although there was a very high DNA submissions rate of 16.36% of scenes attended, the identification conversion rate of 18.11% was very poor, indicating a need to review DNA submissions procedures with a focus on the quality of evidence submitted.
- The full implementation of the Socrates scientific support database, to aid better information management and individual performance review of SOCOs, is planned to occur during 2006/07. It is hoped that this will not only bring efficiency gains as SOCOs move away from a paper-based system to the use of laptop PCs, but will also improve data quality and make available more detailed performance data across all sections of the department.

### **Areas for Improvement**

- Performance data reflects average scene attendance rates, which are all below the MSF average. In particular, scene attendance for robbery is only 16.6% while the MSF group average is 25.2%, meaning that opportunities for evidence recovery could be being lost. However, recovery and conversion rates are generally in line with MSF averages.
- It is acknowledged that the force has been proactive in setting objectives and performance targets for both scientific support and scenes of crime attendance, and has taken into account changing working practices intended to enable it to perform at or above the MSF average for key areas of performance. However, it lacks a forensic management strategy, which would help it set out its intention to staff and stakeholders in this crucial area of business.
- The introduction of a central submissions function would improve the efficiency of internal and external forensic submissions. The force-wide introduction of Socrates may help facilitate this.
- The introduction of the national automated fingerprint identification system (NAFIS) Ident 1 has been embraced, which with the planned introduction of sample and intelligence identifications and a re-searching function during 2006/07 should also lead to performance improvement.

**3E Criminal Justice Processes**

|              |                            |
|--------------|----------------------------|
| <b>Grade</b> | <b>Direction of Travel</b> |
| <b>Good</b>  | <b>Improved</b>            |

**National Grade Distribution**

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 0    | 15   | 27   | 1         |

**Contextual Factors**

Criminal justice processes in Gloucestershire show strong and improving performance levels. Active engagement of the strategic leads within all the LCJB partner agencies has led to effective performance management processes and strong collaborative working. The Chief Constable chairs the LCJB and has shown strong commitment to the achievement of all its aims both personally and through his leadership of the force.

Considerable progress has been made over the last two years in lessening the burden on officers that emanates from the criminal justice system. In particular, progress has been achieved in all aspects of the administration of the criminal justice process, for example prisoner handling and victim and witness care.

Since the last baseline assessment, the force has introduced the statutory charging scheme and the effective trial management programme, both of which have led to improved performance. The statutory charging scheme necessitated considerable training of criminal justice department (CJD) staff and custody officers. In addition, the force has taken the opportunity to undertake a review of the CJD and its processes that is hoped will result in further efficiency savings, once all recommendations and the necessary changes have been fully implemented.

Over the last 12 months, performance against the Police National Computer (PNC) arrest/summons target (90% of details of persons arrested/summonsed for a recordable offence entered onto the PNC within 24 hours) has been just short of 90% on more than one occasion. However, the force has been compliant with the requirements of the PNC statutory codes of practice for 2005.

During 2005/06 the force has increased the number of offences brought to justice by 29% over the previous year's figures, to 15,400, placing it above average in its MSF group.

By the end of 2005/06 the percentages of ineffective Crown court and magistrates' court trials were 22.0% and 26.2% respectively, below the targets set. The average number of days from arrest to sentence for persistent young offenders (target 71 days or less) varied from 55 to 83. The number of outstanding warrants was reduced to 245, narrowly missing the target of 236. Public confidence in the criminal justice system did not meet the 48% target – indeed, the figure of just 38% was below the 42% baseline figure.

**Strengths**

- A number of LCJB initiatives directly aimed at preventing and reducing crime, in which the force has taken the lead, have been implemented:

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Prolific and priority offender (PPO) units have been introduced (see below).

A police-funded dedicated PPO co-ordinator has been appointed.

Police-funded drug arrest referral scheme workers are present in each of the custody centres,

An alcohol arrest referral scheme has been created.

- There are robust mechanisms in place to provide real-time and accurate prosecution team performance management (PTPM) information to BCU management teams via PTPM monthly meetings. Performance information now includes feedback to the officer in the case and his or her supervisor on the quality and timeliness of contested case papers.
- The introduction of the Phoenix Bureau and the UNITY/PNC interface (see below) has streamlined and professionalised the input of arrest/summons and court/bail data onto the PNC and ensures compliance with PNC standards. The HMIC PNC inspection team has graded the force as Good in terms of overall performance against the statutory PNC codes of practice targets, for example entering details of persons arrested/summonsed for a recordable offence onto the PNC within 24 hours. There has been significant performance improvement in this area since September 2004 when the force was graded Poor.
- An LCJB definition and inter-agency service level agreement have been agreed and established concerning persistent young offenders – for performance see Contextual Factors above.
- PPO units have been introduced, consisting of police, probation service and Gloucester Drugs and Alcohol Service staff. The PPO initiative is co-ordinated by a multi-agency strategic management group chaired by the ACC (corporate services). The PPO scheme in Gloucestershire has received national recognition for exemplary practice (for example the PPO intranet site designed as an information-gathering and -sharing tool) and is currently one of the best-performing schemes in the country (according to the Home Office J-track system).
- A programme to refurbish the existing custody suites has begun in order to meet Home Office standards on the removal of nationally identified ligature points and the requirements of the DDA, such as improved access, better signage and installation of hearing loops.
- The National Strategy for Police Information Systems case and custody application is scheduled for implementation during 2006/07; however, the benefits of the current integrated crime, custody and intelligence information technology (IT) system (UNITY) will be retained through an interface (the UNIFY – integrated support intelligence system project). Once in place, the new system will enable electronic exchange of information and case papers between the force and the Crown Prosecution Service (CPS).
- Victim Support Gloucestershire (VSG) reports a good to very good level of compliance with the National Standards for Victim and Witness Care across the force. Police crime referrals to VSG are also at a high level, with a very high number of police referrals forwarded within the required ACPO guidelines. This evidence is encouraging in terms of the force arrangements in place to ensure compliance with

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the national Victims of Crime Code of Practice introduced in April 2006 (see 1C, Customer Service and Accessibility).

**Areas for Improvement**

- Performance levels for the execution and disposal of warrants remain below force targets (see Contextual Factors). To improve performance, plans are being developed to further enhance the UNITY system. In addition, the force is piloting centralised warrant management and enforcement arrangements in one BCU, which are already improving performance. If this success is sustained the new procedures will be introduced across the force.

## 4 Promoting Safety (Domain 3)

### 4A Reducing Anti-Social Behaviour

|              |                            |
|--------------|----------------------------|
| <b>Grade</b> | <b>Direction of Travel</b> |
| <b>Good</b>  | <b>Stable</b>              |

#### National Grade Distribution

|             |             |             |                  |
|-------------|-------------|-------------|------------------|
| <b>Poor</b> | <b>Fair</b> | <b>Good</b> | <b>Excellent</b> |
| <b>0</b>    | <b>8</b>    | <b>35</b>   | <b>0</b>         |

#### Contextual Factors

A progressive and proactive approach to addressing anti-social behaviour (ASB) has been adopted. Basing the force's response around local authority areas has enabled the successful development of partnership working, as is demonstrated in Gloucester, where the ASB unit comprises a seconded police officer, a seconded PCSO and representatives from the Fire and Rescue Service, the city council housing department, Connexions and GOSW funded posts including a legal adviser. The unit is actively involved in casework, has a successful record of obtaining ASB Orders (ASBOs), injunctions and other court orders, and is also involved in many elements of the Prevent and Deter strategy.

The process of using community intelligence and reported incidents to identify 'hot spots' is effective and ensures a proportionate response to local concerns. Hot spots are addressed via SARA plans, which form an integral part of the tactical assessments supporting local policing plans. Progress is monitored on a regular basis by local TCGs.

BCS fear of crime surveys carried out during 2005/06 found that the percentage of residents very worried about burglary was 9.1%, very close to the MSF group average of 9.2%. Those worried about vehicle crime amounted to 8.1%, lower than the MSF group average of 10.2%, while some 9.3% were worried about violent crime compared with an MSF group average of 12.2%. The percentage of those worried about ASB is low (10.4%, compared with an MSF group average of 13.0%), whereas the percentage of those worried about the levels of drug use/dealing is equal to the MSF group average of 21.2%.

#### Strengths

- Strong partnerships have been developed at both strategic and tactical levels, with effective communication between them. This has led to an effective information-sharing agreement, signed by all key agencies in Gloucestershire; and a county-wide, multi-agency practitioners group has been formed with the specific intention of identifying and promoting best practice. All CDRPs are represented on the group, as are BCUs, the county council, the CPS, the courts, the youth offending service, Social Services and the British Transport Police.
- An intranet site is being developed giving definitions, guidance and advice on specific tools for dealing with ASB. The Together action line and website have been widely publicised and constitute a valued resource of guidance and advice.

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- The force has demonstrated its innovation and flexibility in dealing with ASB, using a variety of approaches including the development of its own warning notices covering the anti-social use of motor vehicles, and diversion measures. It has also enjoyed some notable successes, including the first ASBO to be enforceable anywhere in the UK.
- Data on ASB is included in performance documents for discussion at the monthly PIC. There is a local policing plan target to develop and implement SARA plans for problems of ASB causing concern to the public, with a particular focus on those associated with licensed premises. Performance against this target is also monitored as part of the PIC.
- In addition to positive measures to address ASB, action is taken to recognise and reward positive behaviour and outcomes. In 2005, the force launched an award aimed at children and young people under the age of 16: the Chief Constable's Citizenship Award seeks to recognise the positive contributions of groups of young people.
- ASB and related intelligence is monitored on a daily, weekly and fortnightly basis at the level 2 intelligence meeting and on a monthly basis at the force level 2 TCG. Emerging trends and patterns are immediately identified and are tackled through the SARA process or via directed patrols under the Streetsafe operational policing response initiative.
- A continuum has been developed which records action taken against ASB by all partners, including warning letters, notices, parenting orders, Acceptable Behaviour Contracts, ASBOs, dispersal and closure orders, and fixed penalty notices for disorder.
- Officers and police staff adopt the SARA standardised problem-solving approach to determine which of the many interventions available is most suitable to tackle the problem in question.
- A code of practice covering the disclosure of personal data between agencies has been signed by all local authorities and the county council. Agencies such as the youth offending service, the CPS, the probation service, Connexions and the magistrates' court committee have also signed up to the code. A protocol between the force and the CPS covering post-conviction ASBOs is in place.

### **Areas for Improvement**

- The force should consider working with its partners to establish a multi-agency hotline to improve ease of reporting and response to instances of ASB.

**4B Protecting Vulnerable People**

|              |                            |
|--------------|----------------------------|
| <b>Grade</b> | <b>Direction of Travel</b> |
| <b>Fair</b>  | <b>Stable</b>              |

**National Grade Distribution**

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 8    | 32   | 3    | 0         |

**National Position**

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

The four areas are discrete but share a common theme – they deal with vulnerable victims where there is a high risk that an incident can quickly become critical, and where a poor police response is both life-threatening and poses severe reputational risks for the force. For this reason, the grade is an overall grade capped at the level of the weakest area of performance. Aggregating four components to a Fair grade – which is defined as being an acceptable level of service – when HMIC (and in many cases forces themselves) recognises that at least one area merits a Poor would be unsafe.

**Contextual Factors**

The force is committed through strategic management and partnership working to the effective investigation and reduction of DV. The county’s co-ordinated community response to DV has a new three-year strategy which builds on current services and strives to fill gaps where identified. The key areas are protection and justice, prevention and early intervention, support for victims, building and maintaining multi-agency working, and monitoring and performance management. The tactical focus is provided by the divisional CPTs, whose specialists in DV investigation ensure all that cases are investigated appropriately and that support and safety planning are put in place to protect victims and their families. There is a close working relationship with the Gloucestershire DV Support and Advocacy Project, which is also the central referral agency for support for victims from BME communities. The centralised child protection unit, with dedicated trained staff, provides support to vulnerable children and works closely with the DV units.

**Strengths**

- The key strengths are the commitment of resources to the BCU CPTs and the strategic support from chief officers and the headquarters community partnership department. These ensure the meeting of both strategic and tactical aims, such as

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implementation of ACPO guidance, dissemination of good practice and improved customer focus.

- There is a clearly identified chief officer lead for child abuse, DV and public protection arrangements.
- There is a documented accountability framework for child abuse investigations, DV incidents, MAPPA arrangements and missing persons cases.
- Structured quality control of operational processes exists for the protection of vulnerable people.
- There are close and effective links between the functions associated with this area of work. There are regular discussions between child abuse and DV investigators and there is ample evidence of both formal and informal communication.
- The force has produced comprehensive policy documents for both DV and child protection issues. The DV policy document reflects the National Centre for Policing Excellence (NCPE) guidance on local procedure.
- There are effective 'flagging' procedures to identify correctly when and where DV offences have occurred, and control room procedures effectively support this by briefing response officers attending DV incidents.
- There are particularly strong arrangements in place at both strategic and tactical level for the management of dangerous and sex offenders, with appropriate levels of representation at management board and local level.
- The force works effectively with its partners at all three levels of MAPPA and has invested in the post of MAPPA manager, occupied by a senior member of the probation service who is located in the force headquarters. The HMIC inspection team felt that this investment has brought a number of benefits –particularly in embedding an appropriate, timely and effective response to the management of dangerous and sex offenders.
- The recent internal review of CPTs has brought about a corporate approach to this area of policing, which is welcome.
- The policy and procedure for the recording and investigation of reports of missing persons are clear, accountable and up-to-date and supported by appropriate IT systems.

### **Work in Progress**

At the time of the fieldwork for this assessment the child abuse unit was understaffed.

This resulted in the abstraction of trained investigators into administrative activity and a stretching of the detective sergeant role. To the force's credit these shortfalls had already been identified and a growth bid to close the gap accepted. This will not only build the capacity of the unit, but also prevent the diversion of trained investigators into administrative tasks.

### **Areas for Improvement**

Plans do not identify child abuse as a specific subject; references are contained within DV and vulnerable victims plans. Consideration should be given to the inclusion of

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specific references to child abuse investigation in the force's policy documents and plans.

The IT systems supporting DV and child protection work are not currently integrated, which entails duplication of effort and introduces the possibility of confusion over who is leading particular enquiries. Staff working within the child abuse unit and CPTs are aware of the problem and work hard to minimise the possibility of error. An improved system is available and its introduction was planned at the time of the fieldwork, though a final decision on funding was awaited.

Force policy outlines the need for risk assessment within DV, but this has not been fully implemented due to issues with referrals to other agencies. Three pilot INA sites have been trialling the Cardiff DV Risk Assessment Model; however, full adoption of the model at the time of baseline assessment had not been completed. Additionally, there is a need for training frontline response staff in risk-assessing incidents of DV.

There is scope to increase the knowledge of frontline patrol staff regarding the recording and identifying of DV incidents.

Management information could be improved by extending the range of performance indicators and targets used, particularly in the field of child abuse investigations.

## 5 Providing Assistance (Domain 4)

### 5A Contact Management

|              |                            |
|--------------|----------------------------|
| <b>Grade</b> | <b>Direction of Travel</b> |
| <b>Good</b>  | <b>Stable</b>              |

#### National Grade Distribution

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 1    | 18   | 20   | 4         |

#### Contextual Factors

The contact management department is part of the Gloucestershire tri-service emergency centre. The control rooms for ambulance and fire services share a floor of the building with the police. This provides an immediate state of readiness to deal with critical incidents. The tri-service centre is equipped with substantial backup systems and the three services share an emergency fallback facility. A graded response policy is operated for all incoming calls for service, with grading definitions being reviewed to ensure that they fully meet the expectations of the public. The department secured Investors in People (IiP) status ahead of the force-wide IiP accreditation, which was obtained in 2005.

The department is tied into business areas of other parts of the force – having recently, for example, been part of a drive to improve NCRS compliance. The contact management function is supported by chief officers and the PA in terms of resourcing and performance management. There is a comprehensive contact strategy and associated policy. Linkage is provided between different communication technologies including telephone, email, voicemail and call diversion. Standards were developed using feedback from internal and external customers. The policy sets call-handling standards that are in line with the national call-handling strategy. The force has also publicised the standards widely, with leaflets being delivered to every household in Gloucestershire.

A full capability assessment has been carried out in response to the HMIC thematic inspection of contact management (*First Contact*) with actions planned to ensure compliance. A single non-emergency number has been in operation for some time and has been widely publicised.

Over 1,000 customer satisfaction surveys are carried out each year to ensure quality and provide feedback and learning. Operator skills assessments are also carried out by supervisors who monitor contacts either in real time or from hard disk recordings, again to assure quality.

Within its MSF group the force is consistently one of the top performers in relation to 999 call handling. Non-emergency call-handling targets exceed those required by the national call-handling strategy and the force also offers a facility whereby it guarantees to call back within one hour individuals who are held in a queue for over 200 seconds.

The department operates a flexible approach to meeting the demands of hot issues from divisions and to the special focus on BCU activity which may be required from time to time.

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The department is represented on a number of user groups including Airwave, the firearms steering group and the hate crime steering group.

The department utilises the Language Line interpreting service and the minicom service for people with a hearing impairment. The use of SMS text messaging is also being piloted.

### **Strengths**

- The contact management department continues to be regarded as fundamental in improving the quality of service provided by the force. Chief officers have supported growth bids to maintain a high quality of service as demand on the department has risen over the past year.
- Performance regularly exceeds national and local targets (see Contextual Factors above).
- There is robust monitoring of departmental performance through a number of systems and forums. Performance is regularly assessed utilising the management information system. IQuanta comparisons against the MSF group are made and monthly and quarterly performance reports are submitted to chief officers. Departmental performance is discussed every month at the PIC, chaired by the Chief Constable.
- The contact management centre has commissioned the development of IT solutions which it believes are fit for purpose and meet customer need and expectation. It has considered front-end automation, but rejected the option having reviewed the needs of the customer.
- There is a comprehensive contact strategy and policy. This document provides linkage between different communications technologies including telephone, email, voicemail and call diversion, and defines basic standards for contact management.
- In early 2006, the department published a document for circulation to the force and the public explaining how it is working towards improving the services it offers. The document is in an easily readable format, explaining the standards for both emergency and non-emergency contact management.
- As the national call-handling strategy developed, the force made changes to some of the targets that were likely to be published, for example answering times at switchboards. Following publication of the HMIC thematic report *First Contact*, the department was tasked with meeting the requirements set out for the force. An action plan has been drawn up which will ensure compliance with the report's recommendations.
- Performance in both the control room and the contact centre is discussed by individual staff and their supervisors during monthly job chats. This has been evidenced by the department's reaccreditation with liP status. The quality of contact between callers and the department is monitored in several different ways. An ongoing customer satisfaction survey seeks feedback on callers' perceptions of how they were dealt with and how this measured up against their expectations. This survey is believed to be the largest ongoing survey carried out by the force, with over 960 people surveyed between April and December 2005. Satisfaction measures and quality assurance (QA) are embedded within the department's operational culture.

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- Resources are managed to meet projected demands and the force seeks to improve its services continuously by refining its staff profile.
- The contact management department has its own training resources and has a detailed induction, training and mentoring system which focuses on meeting customer need and impresses upon staff the importance of working flexibly to meet organisational goals. High-quality work is recognised through an employee of the month award; awards have been made for one-off events and longer-term initiatives or projects. Exit interviews are carried out to inform continuous improvement. Staff turnover is monitored.
- Comprehensive business continuity and disaster recovery plans have been created and are regularly tested.

#### **Areas for Improvement**

- The new shift arrangements introduced in March 2006, with the aim of ensuring optimum staffing levels to meet predicted demand, must be embedded while retaining high performance levels.
- SMS text messaging facilities are being developed to provide effective broadcast out and incoming capability. This must be evaluated to determine operational benefits and improvements, such as increased access for the disabled, those with hearing impairment and other hard-to-reach groups.

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**5B Providing Specialist Operational Support**

|              |                            |
|--------------|----------------------------|
| <b>Grade</b> | <b>Direction of Travel</b> |
| <b>Fair</b>  | <b>Stable</b>              |

**National Grade Distribution**

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 0    | 23   | 19   | 1         |

**Contextual Factors**

Gloucestershire Constabulary has a well-resourced and well-equipped tactical firearms capability, compliant with NCPE codes of practice on police use of firearms and trained to national police firearms training curriculum standards. ARV structures have been reviewed and a structural change in May 2006 has resulted in separation from the roads policing function. The firearms capability is proportionate to the threat and is subject to systematic review. There is clear evidence of regional collaboration for the provision of specialist roles, such as hostage negotiation, and also for joint training.

Specialist operational support is firmly linked to the force level 2 TTCG process.

The force is able to meet its national PSU mutual aid commitment and its capacity is sufficient to provide in-force resilience during mutual aid deployments. This is supported by a PSU mobilisation plan. Weekly community impact assessments ensure that the force is making full use of community intelligence to measure community tension.

The force has extensive experience in providing specialist multi-agency support for major events and uses partnership working to minimise the risk of crime and disorder occurring. This is further underpinned by good civil contingency local resilience forum (LRF) multi-agency training and planning, eg joint first responder training, the multi-agency major incident plan. The force is continuing to focus on compliance with the Civil Contingencies Act and risk assessment processes are well advanced. Business continuity arrangements and structures are also evident.

**Strengths**

- There is a effective firearms capability and capacity proportionate to the threat faced within the county, and the force is compliant with national codes of practice and NCPE.
- The ACC (operations) is clearly identified as the chief officer lead for firearms. He is also the chair of both the regional TTCG and the regional police use of firearms committee. He is therefore well sighted on regional and national issues affecting firearms work, and is able to introduce best practice into the force and influence regional thinking in the field.
- Specialist operational support is deployed in a systematic intelligence-led way through the level 2 tasking process, which ensures that resources are allocated in a

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transparent manner. This does not compromise the ability to react quickly should the need arise.

- Gold and silver commanders are trained and accredited to national standards and are subject to regular review and reaccreditation by chief officers. The force has recently undertaken a review of the arrangements for the provision of firearms silver commanders, and is in the process of reducing its pool to ensure the opportunity for continuity of live command situations is not spread too thinly and experience diluted.
- The force, together with its partner agencies, continues to exercise its readiness for major incidents and has arranged a comprehensive training programme for 2006.
- A clear regional collaboration policy exists which governs the provision of mutual aid for firearms and other major incidents.
- There is an agreed, documented process for conducting risk assessments through the LRF risk assessment working group. These risk assessments are clear and held electronically. There is a schedule in place for review and amendment where necessary.
- There are strong LRF links and excellent collaborative first responder training.

#### **Areas for Improvement**

- Mobilisation plan needs to be extended to comply fully with national requirements.
- Business continuity plans would benefit from being developed further and extended.
- Work has begun to develop electronic contingency plans. This needs to be expanded and marketed internally. Information sharing arrangements under the Civil Contingencies Act need to be developed further through the LRF.

**5C Strategic Roads Policing**

|              |                            |
|--------------|----------------------------|
| <b>Grade</b> | <b>Direction of Travel</b> |
| <b>Good</b>  | <b>Stable</b>              |

**National Grade Distribution**

|             |             |             |                  |
|-------------|-------------|-------------|------------------|
| <b>Poor</b> | <b>Fair</b> | <b>Good</b> | <b>Excellent</b> |
| <b>0</b>    | <b>7</b>    | <b>33</b>   | <b>3</b>         |

**Contextual Factors**

Gloucestershire Constabulary has a well-resourced roads policing capacity, which is being increased further in line with the HMIC identified requirements for forces to ‘close the level 2 gap’ – capability of forces to tackle criminality on the roads. In May 2006 the roads policing unit (RPU) was reconfigured as a centralised function, with its firearms (ARV) responsibilities being transferred to the operational support department. This is seen as a positive move to professionalise the roads policing function further, and removes the need for officers to fulfil two roles.

The force enjoys strong partnership links, with an effective collaborative approach to safety, traffic management, speed cameras and education. It has established working protocols with prominent partners, including the tri-service education strategy, and along with the county council has developed and reviewed strategies for designing safer road systems.

**Strengths**

- The roads policing strategy is fully consistent with national and ACPO requirements and is linked to the force crime strategy. Its objectives include denying criminals the use of the road, cutting road casualties, reducing anti-social road use, and patrolling to increase public confidence.
- The force complies with the government national road safety strategy, and has already met its casualty reduction target. A more stretching target than nationally required has been set to improve performance further.
- Automatic number plate recognition (ANPR) technology is exploited through a dedicated intercept team available for deployment. There was evidence of positive marketing and knowledge among operational officers of the benefits of the team, which had, at the time of the fieldwork for this assessment, been recently established.
- There is evidence of systematic professional development for officers who are recruited to the RPU, coupled to the performance development review (PDR) system and a widely used system of performance review meetings, known within the force as ‘job chats’.
- The county camera safety partnership has representation from a wide range of public bodies including Gloucestershire County Council, Gloucester City Council and

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Cheltenham Borough Council. Police officers are seconded full-time to the partnership.

- Strategic roads policing benefits from dedicated traffic intelligence resources. These resources are fully integrated in both level 1 and level 2 tasking. Roads policing resources are allocated according to NIM principles and utilise the national roads policing intelligence network.

#### Areas for Improvement

- With the increasing availability of technology which can help to deny criminals the use of the road, the force should consider the benefits of allocating of a dedicated ANPR intercept team on each BCU. It is recognised that this area for improvement is subject to available finance and competing policing priorities.

## GOOD PRACTICE

### **TITLE: Gold Command**

**PROBLEM:** There was a need for a Nuclear site within the county boundary and a need to provide a Local Emergency Centre (LEC) for the British Nuclear Group, whilst also meeting the Home Office Contingency Plan for a Strategic Co-ordination Centre.

Flexibility was the over riding principle in the commissioning of the Strategic Coordination Centre (SCC) for the Constabulary.

Reality shows that in recent years a "Gold" structure has been activated within the county to support such diverse matters as:

- The Iraqi conflict
- Foot & Mouth disease
- Flooding
- Fire strike
- Large scale chemical explosion
- Major Events – Cheltenham Races & Royal International Air Tattoo

With these events, it is a reality that occupation is very sporadic and may not occur for 12 months at a time but could be activated with very short notice and become a long term set up.

The force aim was to provide these facilities within it's building

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**SOLUTION:**

**Planning, Implementation and Development**

This section details how the Constabulary addressed the need to develop a Gold Control Centre from initiation to completion.

The design partners of the headquarters involved emergency planners (the practitioners) in discussion from inception. This enabled practical aspects of a 'Gold' environment to be built in at the planning stages. The Constabulary engaged partner agencies to provide state of the art accommodation for all Category 1 responders within the Civil Contingencies Act. Their requirements were considered and where practical, built into the specifications of construction.

With the close proximity of the County Tri-Service Emergency Centre (GTEC), technology is installed that enables four Category 1 responders (Fire, Ambulance, Health & Local Authority) to have IT connections with their own secure systems.

The Constabulary Web Development Team developed an innovative information system (Gold Messaging Application). This system is accessible through the force intranet and provides instant secure and auditable information of an incident as it develops. Interest in this software system has already attracted enquiries from our partner agencies. The IT systems also incorporate Atlas Ops mapping software that has been procured to assist in the preparation, planning and delivery of contingency plans and real time operations at all levels – Strategic, Tactical and Operational.

The entire principle of the Strategic Coordination Centre(SCC)has been based on "overlays" which utilise facilities already in place within the core Constabulary business. An agreement with the site service providers ensures alternative facilities will be identified to accommodate the displaced staff.

**OUTCOME(S):** "Gold Command" has 18 permanent workstations. These are configured to work as a small "police only" environment up to and including a large scale "Multi-agency" site. If accommodation is in short supply the Constabulary are able to overlay into the open plan offices of the Planning and Review Department, then the Business Change Department and ultimately to other sections of the headquarters building to a final count of 276 dedicated workstations. Cellular secure accommodation has been identified to support more sensitive operations, especially a Health Advice Team (HAT) and Military personnel.

The police role is very much based on coordination at the SCC level and the lay out and partnership principle of the site has already shown to achieve this in a multi-agency exercise, incorporating Gloucester Police Staff as support – recently recommended by ACPO

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## 6 Resource Use (Domain B)

### 6A Human Resource Management

|              |                            |
|--------------|----------------------------|
| <b>Grade</b> | <b>Direction of Travel</b> |
| <b>Fair</b>  | <b>Stable</b>              |

#### National Grade Distribution

|             |             |             |                  |
|-------------|-------------|-------------|------------------|
| <b>Poor</b> | <b>Fair</b> | <b>Good</b> | <b>Excellent</b> |
| <b>2</b>    | <b>18</b>   | <b>23</b>   | <b>0</b>         |

#### National Position

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

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

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

#### Contextual Factors

Gloucestershire Constabulary attained liP accreditation in October 2005 and the force is actively exploring avenues under the workforce modernisation agenda.

The national trend for officers to seek promotion or specialisation on completion of probation has impacted on staffing levels available to deliver core policing services on INAs. The force has developed a Streetskills programme providing ongoing professional development for INA-based constables to enhance their capability.

The PA is highly supportive of the human resource (HR) function, as evidenced by its recent decision to invest £1.6 million in the purchase of a dedicated building to house the integrated staff development unit (SDU), which encompasses recruitment, career development and training functions.

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In 2005/06 annual absence through sickness for police officers fell from a 2004/05 average of 86.1 hours (10.8 days) to 76.2 hours (9.5 days) per officer. This performance was better than the national average of 78.5 hours (9.8 days) but fell short of the national policing plan target of 64 hours (8.0 days). Over the same period absence through sickness for police staff rose from 75.6 hours (9.5 days) to 89.0 hours (11.1 days) per staff member. This performance was worse than both the national average of 72.1 hours (9.0 days) and the national policing plan target of 72 hours (9.0 days).

### **Strengths**

- liP accreditation has been achieved since the last baseline assessment, underlining the force's ability to achieve high standards in HR processes.
- There is a network of professionally qualified HR advisers across the force, providing support to supervisors and managers in enabling all personnel to maximise their contribution to the achievement of operational and organisational objectives.
- 'Rough guides' have been developed on a wide range of HR topics, eg induction, attendance management, staff development, change management and flexible working. These enable supervisors and managers to understand what the organisation is striving to achieve and what is expected of them, as well as listing sources of support available and sources of further information.
- There is evidence of proactivity in supporting staff development: for example, there are some 58 trained and accredited mentors at all levels across the force, providing focused support to underrepresented groups and newly promoted personnel.
- The e-PDR process (electronic submission of performance development reviews) has achieved 100% compliance, with all personnel working to objectives that underpin the achievement of divisional and corporate goals. The force has a comprehensive leadership development strategy which links with professional qualifications such as those awarded by the Chartered Management Institute.
- Exit interviews are conducted from which the force draws organisational learning, and it has also established a personnel case conference group (PCCG) enabling it to take a holistic view of HR, professional standards and diversity casework.

### **Work in Progress**

- The Workwell and Worksafe initiatives are positive schemes, with the Workwell programme being particularly aimed at reducing sickness and ensuring that the work/life balance is maintained. Work has begun to address the problem of early retirement through ill health and to manage absence more effectively, although the focus on the former has led to a temporary increase in the latter (see Contextual Factors above). The force remains confident that it will be able to achieve significant reductions in both over time.

### **Areas for Improvement**

- It is acknowledged that the recent establishment of the PCCG will ensure that grievance and disciplinary actions are centrally monitored and will lead to increased organisational learning concerning people management issues. However, evidence suggests that staff confidence in the grievance procedure is low and that the PCCG

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has thus far achieved mixed results.

- Though a fairness at work policy has been in draft since March 2005 it is only now in the final stages of development. Formal introduction of the policy is awaited.

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**6B Training, Development and Organisational Learning**

|              |                            |
|--------------|----------------------------|
| <b>Grade</b> | <b>Direction of Travel</b> |
| <b>Good</b>  | <b>Improved</b>            |

**National Grade Distribution**

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 3    | 11   | 27   | 2         |

**National Position**

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

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

**Contextual Factors**

This section summarises the results of improvement activities, which have been undertaken since the last inspection. The force was graded Good during the 2005 baseline assessment with a number of recommendations made for improvement.

A force training board (FTB) has been established to provide a focal point at which all learning and development issues can be progressed. It is chaired by the director of resources (DoR) and meets every six weeks. Membership of the board includes a member of the PA, BCU commanders, the head of organisational development and senior management representatives. The Initial Police Learning and Development Programme (IPLDP) project board, also chaired by the DoR, meets quarterly. Membership is similar to that of the FTB. Previously there was a view among many managers that the clarity of meeting structures could be improved, to demonstrate where training sits at the strategic level of the force.

Six police staff trainer posts have been established. Five trainers have been recruited and have completed the TDP. They now support police officer training in the delivery of IPLDP. This has greatly improved the SDU's training delivery capacity, but succession planning now needs to be addressed and is an SDU priority for 2006/07. Previously there had been some concern among trainers that succession planning was not being consistently applied, and that this could affect the ability to deliver to capacity and would be likely to deter new staff from applying for training posts.

The learning and development strategy 2006 reflects client/contractor responsibilities and priority areas for evaluation. Levels 3 and 4 evaluations are prioritised annually and

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approved by the senior officers' conference (SOC). The RTMG commissions and prioritises region 6 collaborative evaluations at levels 3 and 4. The IPLDP regional and local evaluation strategies and terms of reference provide for level 4 evaluation. A PA member sponsors the region 6 evaluation and the DoR sponsors the force evaluation. Monitoring of evaluation recommendations will be carried out by the newly established FTB.

The establishment of a QA unit by December 2006 will develop the QA capability, merging training design, evaluation, QA and assessment to apply a more holistic approach to the training process. This will ensure a more structured and formal approach to evaluation, which has not been apparent previously.

Current IPLDP regional and local evaluation strategies and terms of reference provide for levels 3 and 4 evaluations of IPLDP. Other higher-level evaluations are prioritised annually and approved by SOC. This will enable the force to progress towards full engagement of higher-level evaluation.

Lesson plans are routinely validated, mapped against National Occupational Standards (NOS) and monitored through the QA self-assessment process as part of the QA strategy. The learning and development evaluation strategy forms an integral part of the QA strategy and links the NOS to evaluation. Plans are in place to capture PDR data as part of the evaluation process and discussions are taking place with the software supplier, in order to facilitate this through the e-PDR system.

## **Strengths**

This section summarises areas, which is considered to be particular strengths of the learning and development function. In the main, for an area to be considered a 'strength' it will have been in place for at least 12 months and will represent practice from which the force is able to evidence demonstrable and ongoing benefit

There is a training strategy in place that conforms to Home Office Circular 53/2003. The strategy is fully integrated with the HR strategic plan and the force five-year strategic plan, Vision 5. There is positive engagement with the training function by chief officers and the PA.

There is a good-quality, detailed, costed plan for the training function. The full national costing model methodology is being applied through the effective use of B-plan software. The force has made good use of B-plan training opportunities to provide resilience in this area, and a good level of management information is being produced. The training planning cycle has influenced budgetary decisions and ACPO has been engaged throughout the process in the reinforcing of its client/contractor responsibilities outlined in the training strategy.

There exists a very well-structured approach to QA that brings together all training deliverers to work towards the common standards detailed in the QA briefing files. In addition, the force achieved Centrex approval from 1999 to 2005 (when the Centrex QA process ceased to exist). Every two months the head of QA brings together all representatives of the training sites to one QA group where developments in training are discussed. In addition, the group monitors the action plans that follow from a generic and ongoing QA self-assessment process at each delivery site.

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- There are reciprocal arrangements for advice and consultancy in respect of training design and delivery for victim support, rape crisis, survivors of child abuse and the FSS. Plans are under way to accredit all leadership programmes through the Chartered Management Institute. These will incorporate the IPLDP and continuous development programmes.
- The models for learning and development are the basis against which all training is quality-assured. Furthermore, a self-assessment process has been designed to achieve a constant standard across all training.
- The principles of best value have continued to be applied to the training planning process through effective challenge by ACPO and the PA, particularly in the development of new training programmes. The force has also continued its development of the costing model process, which it applies to all areas of training. The outputs are used as the basis of comparisons across the force to improve efficiency and reduce wastage.
- The force implemented the national PDR process in April 2005. Role profiles and objectives have been produced for all police officers and police staff. The PDR process is linked to priority payments and promotion. The Chief Constable's inspection identified that line manager skills needed to be improved to progress the PDR process, and workshops for managers have been delivered alongside other leadership programmes to effect this improvement.
- The training business planning cycle correlates to Home Office Circular 53/2003 and assists the corporate planning process. Training planning is effectively integrated so that it can contribute to and influence the force's budgetary decisions.

### **Areas for Improvement**

This section provides a broad summary of the areas for improvement found as a consequence of the current inspection. Specific areas to address are contained in the detailed assessment guide that the force retains. That document contains 90 specific areas graded on a scale of one to five. More immediate effort will be required on those areas scoring three or less than for those scoring four or more. Progress on the areas summarised below will be reported on in the context section of next year's report.

While the senior management team agrees and monitors the training plan, which is shared with the PA, the plan does not cover all areas of learning and development in the force. A reporting process needs to be implemented which provides an auditable trail of quarterly reporting with interim milestones. The recently established FTB should assist in this process.

There is no formal process for identifying the proportion of learning and development delivered by alternative methods. The SDU learning and development action plan will be utilised to identify programmes suitable for a blended learning approach.

There has been no system in place to assess the satisfaction levels of departments/BCUs and to set targets to address relevant issues. The FTB will provide the opportunity for departments/BCUs to raise issues of satisfaction, for these to be actioned and monitored, and for progress to be reported on.

- There are no formal measures in place to demonstrate the benefit of learning and development activity to customers, stakeholders and the force as a whole. A pre- and post-course briefing process resulting in the setting of objectives from the learning event, which are subsequently evidenced and monitored through the PDR process, will improve performance in this area.

**6C Race and Diversity**

|              |                            |
|--------------|----------------------------|
| <b>Grade</b> | <b>Direction of Travel</b> |
| <b>Fair</b>  | <b>Stable</b>              |

**National Grade Distribution**

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 0    | 14   | 27   | 2         |

**Contextual Factors**

Gloucestershire Constabulary continues to work towards the achievement of a representative workforce, in which opportunity is available equally to all. Policies are in place to assure equality and compliance with legislation concerning race and disability. In addition, the force has policies for harassment and bullying, the management of work/life balance, part-time working and flexible working patterns.

Race and diversity are monitored through a number of forums, most significantly the Trust steering group at which external-facing operational matters and internal people issues are actioned and strategically managed. The PA diversity working group monitors progress and holds the force to account, using performance management information and workforce profile indicators.

The force continues to work with staff associations, support groups, the IAG, and outside agencies and organisations such as the CRE, to ensure continuing progress in terms of both service delivery and organisational practices.

**Strengths**

- The diversity strategy focuses on ensuring that the force mainstreams equality and diversity across all six strands. It is delivered through a comprehensive diversity action plan (DAP) that combines actions that arise from various good practice publications and other sources. The DAP has been reviewed and updated to reflect the requirements of the ACPO race and diversity programme for the police service, and externally assessed by independent advisers to ensure that it is fit for purpose. It has the relevant framework needed to achieve the diversity vision and is fully integrated with other force strategies.
- The diversity steering group monitors comprehensive statistical information broken down by gender and ethnicity to identify any discrimination or inequality in the following areas: recruitment, promotion, specialisation, discipline, grievance, complaints, stops and stop/searches, racist incidents, repeat racist incidents, racially aggravated offences, and detections. Applications for training and the personal appraisal system are also included. Monitoring information is also being extended to include disability, sexual orientation and religion or belief.

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- The diversity strategy is a standing item in all formal management meetings to ensure that diversity is continuously considered in both service delivery and internal management processes.
- Each department and BCU has a nominated diversity champion who is responsible for raising the profile of diversity issues, promoting positive action and providing a guidance point for managers around race and diversity policy, through various forums, including senior management team meetings and local training days. Such activity is evidenced through a local DAP that reflects the force DAP, while ensuring that local issues are also prioritised.
- Breaking Through targets have been achieved. The force is now working towards achieving a workforce profile that better represents the diverse communities policed across the county, regardless of whether they are permanent or transitory in nature.
- The force has been awarded the 'two ticks' accreditation symbol by Jobcentre Plus for good practice on disability issues.

### **Work in Progress**

- Funding has been approved, for the purchase and use by the force of the nationally recognised Diversity Excellence Model, an assessment tool used to benchmark organisational performance across all six strands of diversity. The assessment process is scheduled for implementation during 2007/08. The approval includes two years' funding to allow a larger pool of assessors to be trained.

### **Areas for Improvement**

- Overall, evidence suggests that the force is proactive in attempting to create a workforce that fully represents the diverse communities of Gloucestershire, for example through positive action initiatives. There is much work still to be done, however, in particular to increase the recruitment, progression and retention of BME staff. It is acknowledged that this is an issue in the service, and the force has been trying to find innovative ways to enable the workforce to be more representative of the community it serves.

**6D Managing Financial and Physical Resources**

|              |                            |
|--------------|----------------------------|
| <b>Grade</b> | <b>Direction of Travel</b> |
| <b>Good</b>  | <b>Stable</b>              |

**National Grade Distribution**

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 1    | 11   | 24   | 7         |

**Contextual Factors**

This assessment is based on a force self-assessment and HMIC’s findings, as well as a consideration of the Police Use of Resources Evaluation (PURE) conducted by the Audit Commission’s appointed auditor.

Set out at the end of this section are the appointed auditors’ summarised scores for each theme covered by PURE. Separate, more detailed reports on PURE have also been issued by the appointed auditor.

Work on preparing for force mergers has had a significant impact on the finance department and other support services.

**Strengths**

- The financial standing of the force has improved significantly since the last inspection, with a policy of maintaining general reserves at 3% of net revenue expenditure. While there are shortfalls forecast for the next three to four years, the level of reserves will be adequate to cover any deficits until 31 March 2008.
- There is wide-ranging involvement in the financial strategy from the chief officer team, the Police Authority, BCU/departmental commanders and various strategic groups throughout the force.
- Project management has been enhanced through the creation of a corporate development board, responsible for co-ordinating projects to avoid delays or ‘bottlenecks’ caused by competing demands on limited resources.
- Since the last assessment, the force has taken on local business managers to strengthen both financial and business advice to regional commanders and links with headquarters, thereby helping the development of support functions.
- National benchmarking data have been used to develop the finance, fleet and estates services.
- There is strong involvement in the regional procurement group and its collaboration initiatives. The force is also exploring the development of shared services in the

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region for estates and energy management. Compliance monitoring in relation to procurement contracts is sound.

- E-procurement facilities have been developed, leading to greater efficiency in business transactions.
- The force has been a service leader on collaborative services for transport, with the establishment of its Tri-Star workshop which undertakes vehicle maintenance for the police, fire and ambulance services.
- The force has installed electronic tracking devices in its vehicle fleet to assess efficiency of vehicle use, leading to some reductions in fleet size and consequent efficiency savings.
- There are now good embedded risk management processes.

### **Work in Progress**

- The force acknowledges that as a result of its medium-term forecast it needs to plan for projected budget deficits identified for 2008/09 onwards. This may well have to include freezing of police staff vacancies.
- The management information system for the transport service needs to be updated. This is planned for November 2006.
- The force is attempting to develop its shared service agenda with a bid to the Home Office, with Gloucestershire Constabulary as the lead force on regional contracts for support services. This agenda would also involve a 'five force service' for fleet management.

### **Areas for Improvement**

- In-house business systems are not fully integrated. The way forward may lie with the shared service proposals for the South West region that have recently been approved by regional chief officers. HR systems and business procedures are a priority for integration.
- While the Audit Commission has reported favourably on the conduct of activity analysis, the force could develop the use of results from surveys and also investigate data usage further through the regional group meeting on activity-based costing. There is also a need to increase the involvement of the PA in the use of activity analysis results.
- While good use has been made corporately of data from vehicle tracking devices to reduce fleet size (see above), local business managers need to examine this data on a regular basis to ensure that an efficient fleet size and profile are maintained.

**Audit Commission: Police Use of Resources Evaluation**

| <b>Element</b>       | <b>Assessment</b> |
|----------------------|-------------------|
| Financial reporting  | Not Available     |
| Financial management | 2                 |
| Financial standing   | 3                 |
| Internal control     | 3                 |
| Value for money      | 3                 |

Key to grades

Below minimum requirements – inadequate performance

Only a minimum requirement – adequate performance

Constantly above minimum requirements – performing well

Well above minimum requirements – performing strongly

The judgements are made by auditors under the Code of Audit Practice and in accordance with guidance issued by the Audit Commission.

**6E Information Management**

|              |                            |
|--------------|----------------------------|
| <b>Grade</b> | <b>Direction of Travel</b> |
| <b>Good</b>  | <b>Stable</b>              |

**National Grade Distribution**

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 1    | 9    | 31   | 2         |

**National Position**

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

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

**Contextual Factors**

Information and communications technology is managed within an integrated information strategy that incorporates sub-strategies for information management, information systems and IT, service management and governance. The strategy complies with the community security policy and the national information strategy (ISS4PS).

The head of information services (IS) is a highly qualified and experienced professional who reports directly to the chief officer team. The corporate development board has direction and control of IS and IT development, which ensures consistency with the requirements and priorities of the force. All major development projects are managed within the business change department using the Projects in Controlled Environments 2 (PRINCE2) framework.

Resilient and effective IT systems and infrastructure include an integrated voice and data network, an advanced integrated crime system (UNITY) and the management information system. Costed plans include the replacement of equipment and systems as they near the end of their life, along with enhancements to the network and internet telephony.

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The support desk function has been improved since the last baseline assessment, with the introduction of a new support desk system, Touchpaper, which can prioritise and escalate enquiries based on SLAs. In addition, support desk staff have undergone customer service training. These developments have been undertaken in response to user feedback.

The force is on course to meet all the requirements of national systems, including the National Management Information System (NMIS) and the intelligence sharing system, IMPACT. Criminal records bureau requirements are also met.

Data protection, security and vetting are sited within the professional standards department, ensuring that security is prioritised. All force security policies accord with BS7799 and are subject to annual review. A professionally qualified records manager has responsibility for compliance with the Freedom of Information Act and management of the force's records systems.

### **Strengths**

- A comprehensive, integrated information strategy incorporates sub-strategies for information management, information systems, IT, service management and governance.
- The force has a professionally qualified and experienced head of IS who is an active member of regional and national groups.
- Strong strategic direction and control via the corporate development board ensure that IS developments are correctly prioritised and add value.
- IS development projects are managed within a PRINCE2 framework with all project managers being qualified PRINCE2 practitioners.
- The SAS management information system provides cross-system operational and management information.
- An improved support desk system has created strong management of workload and improved internal customer service.
- Security policies are all in accordance with BS7799.
- There are comprehensive and regularly tested arrangements for disaster recovery and systems contingency.

### **Areas for Improvement**

- The IS department should develop the IT infrastructure library further as a means of continuing to improve services to customers.

**6F National Intelligence Model**

|              |                            |
|--------------|----------------------------|
| <b>Grade</b> | <b>Direction of Travel</b> |
| <b>Fair</b>  | <b>Stable</b>              |

**National Grade Distribution**

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 0    | 19   | 22   | 2         |

**Contextual Factors**

Compliance with NIM and continuous improvement-related processes is a priority for the force. There is a clear lead at chief officer level, where NIM is overseen by ACC (operations) and the dedicated director of intelligence. An internal review during 2005/06 of NIM processes is an indication of the self-critical approach adopted by the force in order continuously to improve application of the model at both levels 1 and 2. Against this backdrop, the force has made and is making further investment in its intelligence capability at level 2.

The findings in this framework are supported by those of the NCPE NIM team, which visited the force to assess its compliance during 2005/06.

**Strengths**

- Across the force, NIM is being used effectively to influence service delivery at both levels 1 and 2, for example in the drive to reduce volume crime and increase sanction detections. Problem-solving activity to resolve local quality of life issues is also based on NIM principles and processes.
- The model is well embedded in the strategic business planning cycle, and has been an important factor in securing performance improvement.
- Key partner agencies participate in operational briefings and are engaged at BCU level in tasking and co-ordination meetings. Examples include operational activity with the Immigration and Nationality Directorate, HM Revenue & Customs at levels 1 and 2, and CDRP partners' attendance at level 1 tasking and co-ordination meetings.
- Through strong and effective links, NIM processes are clearly used to inform the strategic priorities of the CDRPs and drug action teams with whom the force shares targets for crime reduction.

**Work in Progress**

- An intelligence strategy has been adopted that focuses on continuous improvement and development, aiming to achieve a consistently high level of NIM compliance

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across the force. In implementing this strategy, knowledge and capability gaps have been identified among some front-line staff tasked specifically with gathering intelligence. To assist in closing the gap, a pilot programme has been introduced to train and engage PCSOs in gathering community intelligence.

### **Areas for Improvement**

- There is insufficient corporacy in the interpretation of NIM principles and processes across the force. BCU strategic and tactical tasking and co-ordination meetings vary in their structure and approach. There is little researcher support for BCU analysts, and there is a general lack of knowledge and understanding among intelligence managers with regard to analytical capability and the skills available to aid investigations.
- A recent inspection of the Cotswolds and Stroud BCU (December 2005) found shortcomings in tasking and briefing at NIM level 1. Evidence suggested that the level 1 tasking and co-ordination meeting did not drive business in a meaningful way, information was poorly communicated and methods of briefing were patchy and unreliable. Officers were frequently expected to self-brief even when supervisors were available to perform the task.
- The force should adopt a formal results analysis model to evaluate the effectiveness of tactical activity, particularly at level 2.
- In seeking to improve continuously and comply with the NIM codes of practice, the force has benchmarked its activity against that of other forces. The arrangements are rather ad hoc, however, and should be formalised if sustainable improvements are to be achieved in this crucial business area. For example, the identification of an NIM 'enforcer' to ensure timely and effective response and feedback on allocated actions would be beneficial.
- While information is shared with partner agencies using information protocols, there is a general lack of knowledge regarding their ownership and interpretation, and insufficient understanding of their use. Some take the view that all protocols are exclusively owned by the community partnership department. To achieve corporacy, a review of information-sharing protocols should be undertaken, with the collation of existing protocols coming under the ownership of one designated department.
- Although briefing arrangements are in accordance with the national briefing model, the use of self-briefing by officers remains patchy and inadequate. The current briefing software utilised within UNITY is considered cumbersome by users and is also difficult to audit. The force intends to overcome the problem with the migration from UNITY to the new UNIFY system during 2006/07.

## 7 Leadership and Direction

### 7A Leadership

|              |                            |
|--------------|----------------------------|
| <b>Grade</b> | <b>Direction of Travel</b> |
| <b>Good</b>  | <b>Not Graded</b>          |

#### National Grade Distribution

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 0    | 4    | 35   | 4         |

#### Contextual Factors

The Chief Constable has set a strong and enduring direction for the force – *Vision 5*, and he leads a stable team with a good skills mix, enabling its members to lead effectively on a wide range of business areas and thereby move the force forward cohesively. Investment in developing and equipping leaders throughout the organisation has led to a range of leadership programmes. The force leadership programme is based on Franklin Covey models, leaders having received development training on this approach through a variety of both externally and internally delivered inputs. All senior managers are involved in quarterly workshops with chief officers, which predict, identify and plan for strategic initiatives across the force, including budget implementation.

The overarching strategy is encapsulated within *Vision 5*, a document that clearly outlines the principles and values of the force. There is a very high level of awareness of this strategic vision on the part of all staff. Chief officers regularly visit stations and offices in a planned way. The Chief Constable is personally committed to formal and informal inspections of business areas and BCUs, and also provides opportunities for regular face-to-face dialogue with officers and police staff through Chief Constable's forums. There is a chief officer lead on the strategic board for diversity issues, managing inward- and outward-facing workstreams in relation to fairness, equality and customer service.

The chief officer team, supported by a business change department, has demonstrated an ability to manage the organisation through major change programmes such as the recent move to the new headquarters. This was achieved through a phased approach under a full programme management structure, without detriment to staff morale and while retaining good performance. The DCC and ACCs are all accredited firearms and critical incident commanders.

#### Strengths

- The chief officer team has a proven track record of delivering major change, with the provision of protective services and the 'BIG' budget implementation being particularly noteworthy in this respect. There is ample evidence of active leadership and management by chief officers who are highly visible and accessible.
- The force enjoys a close and constructive working relationship with the PA. During the past year there has been particularly close working with regard to the proposals

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for force restructuring. The new headquarters private finance initiative project has been delivered.

- Vision 5 is clearly communicated and understood by the majority of staff within the force, in no small part due to its active promotion by the chief officer team.
- Chief officers have created an effective strategic framework which supports operational performance and drive this agenda relentlessly.
- The chief officer team has a healthy skills mix, and members present themselves as a cohesive team operating in a cross-cutting way.
- There is a strong commitment to staff appraisals and personal development. liP status has been achieved for the whole force.
- There is a good mix of local, regional and national portfolios held by chief officers, which allows the force to be a shaper on both regional and national issues. For example, the Chief Constable is the national chair of the Chief Police Officers' Staff Association, and also chairs the ACPO South West Region and the ACPO Finance business area. The DCC is a member of the ACPO race and diversity business area and is the regional ACPO lead for the national intelligence sharing project. ACC (operations) is a member of the ACPO crime and criminal justice business areas and the South West regional forensic group.
- Positive working relationships and strategic approaches have been developed with the other emergency services, for example in the creation of the tri-service emergency centre.
- Successes are celebrated within the organisation, with events regularly being held for officers and police staff and their families to mark such occasions.
- Senior leaders within the force use the media to sell their message and reassure the public, as evidenced by a wide range of media exposure. The Chief Constable has a very high profile within Gloucestershire, and this frequently extends to articles in the national press

### **Areas for Improvement**

- A 'draft' Fairness at Work policy awaited ratification at the time of assessment. This policy had been in draft format for over 12 months. Evidence suggested that the delay in finalising this policy had caused some frustration amongst staff. Additional work is required to promote greater confidence in aspects of grievance handling.
- The creation of a performance culture has been a key issue for the force. On occasion this drive for performance can limit the opportunity for realistic feedback to chief officers. For example, progress on neighbourhood policing has not been properly communicated to a strategic level within the organisation. This is an inhibitor to learning, and the chief officer team should consider the implications of inadvertently closing off frank appraisals of progress.

**7B Performance Management and Continuous Improvement**

|              |                            |
|--------------|----------------------------|
| <b>Grade</b> | <b>Direction of Travel</b> |
| <b>Good</b>  | <b>Stable</b>              |

**National Grade Distribution**

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 0    | 12   | 26   | 5         |

**Contextual Factors**

Gloucestershire Constabulary has a strong commitment to performance management and continuous improvement, which is evident in its five-year strategy, Vision 5, and in the three-year PA strategy.

The chief officer team demonstrates sound leadership in this area and is committed to improving force performance. A robust reporting structure provides a clear focus on performance and areas for improvement.

A series of Driving Performance Forward workshops has recently been instigated, aimed at sergeants and police staff equivalent personnel, with a clear focus on identified areas for improvement and the contribution that front-line supervisors can make to improving service delivery.

The force has a robust management information system, which is available at every desktop. Performance management information is updated every 24 hours and can be considered to be 'real-time'.

The PA discharges its responsibilities for performance through its performance management working group. Members of the PA have been actively engaged in identifying performance improvement areas for inclusion in the local policing domain element of the local policing plan for 2006/07.

The PA has forged close links with local communities, reinforced through its local police and community consultation meetings, held quarterly within each of the force's INAs. Each INA is supported by a member of the PA, who works closely with the local INA inspector to ensure that service delivery reflects local demands and concerns.

**Strengths**

- The chief officer team has a firm grip on and clear knowledge of all key performance-related issues, and actively drives the performance agenda, for example through the PIC, the support departments PIC, the Catch and Convict programme and the offences brought to justice board.

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- There is a clear focus on performance management, aimed at improving the quality of service delivered to local communities by BCUs and departments. A mature approach to performance management is employed, based on the force's Four Ps method, which involves a considered examination of progress achieved to date, problems that are hindering any improvement, priorities to be pursued, and points for action.
- The PA is closely integrated with the performance management process and has played a lead role in identifying performance improvement areas for inclusion in the local policing domain of the 2006/07 policing plan. Both the Chief Constable and the PA are clear about their respective roles and responsibilities in the performance management process.
- Aston University Business School has been engaged to review the performance management framework and has worked with internal stakeholders to improve the ways in which the force presents its performance management information. As a result, the performance improvement report is now a much more focused document which meets the needs of internal users.
- A chief officer holds each BCU commander accountable for performance on a quarterly basis. The performance framework is underpinned by a robust and effective management information system, which is available to all staff via the intranet. This presents performance information in a graphic and impactful manner.
- The Chief Constable personally participates in the internal inspection process and produces a detailed report containing points for action. There is a clarity and rigour within the organisation with regard to accountability.

### **Work in Progress**

- During 2006/07 the force will undertake work with headquarters departments to identify the costs of back-office functions and evaluate NMIS against the force's existing management information system to assess the suitability of NMIS roll-out force-wide.

## GOOD PRACTICE

**TITLE: Developing an accredited Leadership Model;**

Recognising the importance of developing the skills of those who exercise leadership in the Force.

**PROBLEM:**

Under the workforce modernisation programme, we have developed a series of development programmes, bespoke to the needs of leaders in the Gloucestershire Constabulary.

Additionally, Chief Officers wanted to engage first line managers and supervisors in initiatives, such as the Catch and Convict project and the Workwell programme, to improve operational and organisational performance

**SOLUTION:**

The Staff Development Unit designed two courses, which have been complimented by a series of 'Rough Guides'.

The courses being:

- The Foundation for Leadership Programme
- Driving Performance Forward Workshops

**Foundation for Leadership:**

Consists of 4 modules over 6-8 months, designed for first line leaders such as sergeants and police staff equivalents, (some inspectors attended the pilot programmes during 2004). Each programme contains a mix of police officers and police staff.

**Module 1** looks at how our organisation works, including our visions and values, environmental scanning, and SWOT (Strength, Weakness, Opportunity & Threat) analyses and our business and resource planning and performance management arrangements.

**Module 2** looks at the benefits and drawbacks of various leadership styles, explores the concept of "followership" and includes a 360° feedback exercise and exposure to psychological profiling tools such as Myers, Briggs, Belbin, etc.

**Module 3** is focused on the role of managers within the Constabulary in turning our policies and procedures into practical reality.

**Module 4** looks at change management and communication.

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## Driving Performance Forward Workshops

Consisting of 15 workshops for all sergeants, inspectors and police staff equivalent between May and August 2005.

Opened by a Chief Officer, who provided an overview of current performance and identified some of the key strategic challenges facing the Constabulary; Participants were then invited to conduct a SWOT analysis, the results formed part of the organisational strategic assessment on which the Policing Plan for 2006/07 is based.

### Rough Guides

The Constabulary has sought to enable staff to identify information that is directly relevant to their role by developing a series of 'Rough Guides'. These guides provide a high level synopsis of the topic in question and concisely outline the role of managers and staff. Rough Guides also identify sources of support and indicate where further information can be obtained via a series of hyperlinks to other sites within the force intranet.

20 'Rough Guides' exist including:

- Absence management
- Effective communication (better ways of managing emails, voicemail messages, meetings, etc)
- Press and media relations
- Project management
- Management of health and safety
- Management and development of staff

**OUTCOME(S):** The programme is accredited to level 3 by the Chartered Management Institute (CMI), and counts for accredited prior learning for those who graduate to the Core Leadership Development Programme, which is accredited to level 4 by the CMI.

The Driving Performance Workshops have been well received. A number of issues and suggestions to improve performance were raised during the workshops, all of which were captured. These were drawn into an action plan approved by chief officers, and senior leads were identified to take them forward.

The combined strands of work have all been aimed at improving the skills and awareness of those that exercise leadership within the Constabulary. Courses now accredited by Chartered Institute of Management

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## Appendix 1: Glossary of Terms and Abbreviations

### A

|      |                                      |
|------|--------------------------------------|
| ACC  | assistant chief constable            |
| ACPO | Association of Chief Police Officers |
| ANPR | automatic number plate recognition   |
| ARV  | armed response vehicle               |
| ASB  | anti-social behaviour                |
| ASBO | Anti-Social Behaviour Order          |

### B

|     |                           |
|-----|---------------------------|
| BCS | British Crime Survey      |
| BCU | basic command unit        |
| BME | black and minority ethnic |

### C

|      |  |
|------|--|
| CDRP | crime and disorder reduction partnership |
| CJD  | criminal justice department              |
| CPS  | Crown Prosecution Service                |
| CPT  | community protection team                |
| CRE  | Commission for Racial Equality           |

### D

|     |                               |
|-----|-------------------------------|
| DAP | diversity action plan         |
| DCC | deputy chief constable        |
| DDA | Disability Discrimination Act |
| DoR | director of resources         |
| DV  | domestic violence             |

### F

FLCU forensic linked crime unit  
FSS forensic science service  
FTB force training board

**H**

HOCR Home Office Counting Rules  
HR human resources

**I**

IAG independent advisory group  
liP Investors in People  
INA inspector-led neighbourhood area  
INI IMPACT nominal index  
IPLDP Initial Police Learning and Development Programme  
IS information services  
IT information technology

**L**

LCJB local criminal justice board  
LRF local resilience forum  
MAIDeN Multi-Agency Information Database for Neighbourhoods  
MAPPA multi-agency public protection arrangements  
MCU major crime unit  
MIR major incident room  
MIRSAP major incident room standardised administrative procedures  
MIT major investigation team  
MSF most similar force(s)

**N**

NCPE National Centre for Policing Excellence

|          |  |
|----------|--|
| NCRS     | National Crime Recording Standard                                      |
| NIM      | National Intelligence Model  |
| NMIS     | National Management Information System                                 |
| NOS      | National Occupational Standards  |
| <br>     |  |
| <b>P</b> |  |
| PA       | Police Authority   |
| PCCG     | personnel case conference group  |
| PCSO     | police community support officer                                       |
| PDR      | performance development review   |
| PPAF     | policing performance assessment framework                              |
| PIC      | performance improvement conference                                     |
| PIP      | professionalising the investigative process                            |
| PNC      | Police National Computer   |
| POCA     | Proceeds of Crime Act 2004   |
| PPO      | prolific and priority offender   |
| PRINCE2  | Projects in Controlled Environments 2 (project management methodology) |
| PSU      | police standards unit  |
| PTPM     | prosecution team performance management                                |
| PURE     | Police Use of Resources Evaluation                                     |
| <br>     |  |
| <b>Q</b> |  |
| QA       | quality assurance  |
| <br>     |  |
| <b>R</b> |  |
| RES      | race equality scheme   |
| RPU      | roads policing unit  |
| <br>     |  |
| <b>S</b> |  |

|          |   |
|----------|---|
| SARA     | scanning, analysis, response, assessment                                      |
| SCT      | safer community team  |
| SDU      | staff development unit  |
| SIO      | senior investigating officer  |
| SLA      | service level agreement   |
| SOC      | senior officers' conference   |
| SOCA     | Serious Organised Crime Agency  |
| SOCO     | scene of crime officer  |
| <br>     |   |
| <b>T</b> |   |
| TCG      | tasking and co-ordination group   |
| TTCG     | tactical tasking and co-ordination group                                      |
| <br>     |   |
| <b>U</b> |   |
| UNIFY    | integrated support intelligence system project                                |
| UNITY    | integrated crime, custody and intelligence information technology (IT) system |
| <br>     |   |
| <b>V</b> |   |
| VSG      | Victim Support Gloucestershire  |