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Foreword

I am pleased to present the second annual publication of police performance assessments, covering 2005/06. This continued commitment to transparency and accountability for the delivery of policing services is vital in ensuring that the public are fully able to hold their local police force to account, but also to allow the police to demonstrate improvements in performance which is essential to public confidence.

The risk of becoming a victim of crime is at its lowest point for a generation, but while crime continues to fall, the fear of becoming a victim remains a concern for many members of the public. The core role of the police service is, and will remain, prevention, detection and reduction of crime, and protecting the public. However, we also want the public to benefit from a more visible, accessible and responsive police presence on the streets and in their communities – making full use of the record numbers of both police and community support officers. Forces are providing clearer and easier means of contacting the police and other services to deal with problems. We are also working with police forces and police authorities to ensure that the service provided is professional, courteous and designed to meet people’s diverse needs and give them maximum confidence that their problems and concerns will be dealt with.

The period covered by this publication notably covers the tragic terrorist attacks in July 2005. Now, as then, there is a continued need to develop policing services that respond to new and increasingly more complex threats, including those from terrorism, serious organised crime and internet-related crime. While the option of mergers offered one potential solution, collaboration and partnership continue to offer others and I reaffirm our commitment to look at ways to reform policing to deliver the ‘protective services’ needed to counter these threats. While a formal assessment of these services is not yet possible on a force-by-force basis, this publication outlines the current national progress against these objectives, along with the challenges that remain.

There is a continuous need to focus on neighbourhood policing, building on progress made through partnership working at the local level. While this year’s assessments show progress in many areas, particularly in investigating crime, there is still more to do. We must continue to drive improvement, particularly protecting the most vulnerable members of society. Notwithstanding these challenges, I am confident that we can build on the progress that has already been made.

Tony McNulty

Minister of State for Policing, Security and Community Safety
Introduction

This is the second year of police performance assessments published jointly by the Police and Crime Standards Directorate (PCSD) and Her Majesty’s Inspectorate of Constabulary (HMIC). As last year, these assessments cover all 43 forces in England and Wales across seven performance areas and bring together assessments based on data with those based on professional judgement. They cover the period 1 April 2005 to 31 March 2006.

We continue to assess performance on a scale of ‘excellent’, ‘good’, ‘fair’ or ‘poor’, allowing the public to understand and interpret performance. The publication is also complemented by comprehensive information available via the internet (see Annex C). The publication of these assessments represents an important part of the Government’s reform programme for public services. We want to see policing which is visible, accessible and responsive.

Together with the national programme to introduce neighbourhood policing and achieve a consistently high quality of service standards, the assessments are intended to provide the public with a clear view on how well policing is being delivered in their area. In addition to these assessments, police authorities are also now obliged to provide even more local views to every household in their communities on the police priorities for their area; explain who is responsible and accountable for their delivery; as well as report on how effectively these policing priorities have been achieved.

Throughout the year, the Directorate’s Police Standards Unit has continued to work closely with those forces needing the most support, and alongside this, HMIC has undertaken wide-ranging inspection and assessment activity in key areas at national and local level. In particular, work around public protection has been at the fore, both on protective services and neighbourhood policing. This focus has been supplemented by work across the criminal justice system on bringing more offences to justice, with significant improvements in investigative outcomes in many forces and rising levels of satisfaction from those coming into contact with the police.
Introduction

Our performance framework continues to be a valuable asset, both in delivering transparency to the public, and in underpinning the mechanisms by which forces improve their performance. The focus on the performance of policing services is helping to embed a culture of continuously improving delivery and this publication helps demonstrate the results of that effort. Going forward, the framework will be further developed in 2006/07 to include the work of police partners, creating a unified assessment of crime, drugs and policing. The aim of this is to ensure a simplified assessment process across the full range of policing and community safety issues and to reduce the need for inspection.

Paul Evans
Director, Police and Crime Standards Directorate

Sir Ronnie Flanagan
Her Majesty’s Chief Inspector of Constabulary
Overview by Performance Area

Introduction

As in 2004/05, each police force is assessed in seven key performance areas: Reducing Crime, Investigating Crime, Promoting Safety, Providing Assistance, Citizen Focus, Resource Use and Local Policing (see Annex B for details). This section provides an overview of performance nationally in these seven areas. In addition, this section also provides a national overview of performance in the area of ‘protective services’. Although it is not yet possible to assess forces individually in this performance area, the important challenges that remain in improving public protection form a significant focus of police work.

Reducing Crime

This performance area maintains a focus on reducing incidents of burglary, vehicle crime, robbery and violence (which includes more serious (life-threatening) crime, including the use of guns).

Overall performance in this domain has improved on last year, with more ‘excellent’ and fewer ‘poor’ grades being awarded. Communities in England and Wales are now benefiting from increased investment in policing, historically high police numbers, the efforts of local partnerships and the increased use of powers and tools. As a result, we have seen crime continue to fall. According to the British Crime Survey (BCS), crime has fallen by 44%, since peaking in 1995. This represents 8.4 million fewer crimes.

The depth and breadth of government strategies to prevent and reduce crime include record levels of investment to prevent young people from becoming offenders in the first place. We are building communities free from drug and alcohol abuse and are tackling problems of most concern to local communities, particularly anti-social behaviour. Our focus on the most violent crimes, which cause the most destruction to families and communities, remains a top priority.

The National Community Safety Plan which sets out national policing priorities, recognises that community safety cannot be successfully delivered by the police on their own and that effective, broadly based partnerships at national and local level are vital. This is a shared endeavour to deliver safer communities. Many partnerships at a local level are leading the way on this and the Government is committed to playing its part by simplifying performance management systems, and increasing freedoms and flexibilities at a local level.

Although good progress has been made in tackling crime and disorder, more recently we have seen the rate of crime reduction slow down. The challenge we now face is to take these successes and ensure that they happen everywhere.
Investigating Crime

Police forces continue to work hard to ensure that, where offences have been committed, those responsible are brought to justice. Nationally, there has been significant progress against the criminal justice target of bringing 1.25 million offences to justice by 2008. Indeed, data for 2005/06 shows that 1.32 million offences were brought to justice, an increase of 170,000 on the year before, and this improvement is reflected in the individual force assessments.

In 2005/06 there was an increase in the number of forces assessed as ‘excellent’, up from three to five. In addition, no force had ‘deteriorated’ performance. While many forces are showing improvements in the HMIC baseline assessments covered by this area, there are still a number of poor assessments, including seven forces rated ‘poor’ by HMIC on ‘Tackling Serious and Organised Criminality’.

The Government has made clear its desire to raise performance in this area. To achieve that improvement, a major drive has been underway to both raise rates and address unacceptable variations in detections performance between forces. This includes ensuring that forces prioritise and maximise investigative outcomes and that officers and other police staff have the best training and the right skills to improve the proportion of offences brought to justice. The national sanction detection rate has risen from 21% in 2004/05 to 24% in 2005/06. Results are on course to deliver the 25% sanction detection rate target by March 2008.

Promoting Safety

The chances of becoming a victim of crime have decreased, but for many people the fear of becoming a victim of crime continues to be a concern. The 2005/06 British Crime Survey shows that the proportions of people with high levels of worry about burglary (13%), violent crime (17%) and car crime (14%) have remained relatively stable compared with the previous year, but these results follow a longer period in which high levels of worry about crime have shown a steady decline and have halved since 1995.

A new HMIC baseline assessment framework called ‘protecting vulnerable persons’ was introduced for 2006 with four components: domestic violence; child protection; the management of dangerous and sex offenders; and vulnerable missing persons. The four areas are discrete but share a common theme – they deal with vulnerable victims where there is a high risk that an incident could quickly become critical and where a poor police response is both life-threatening and poses severe reputational risks for the force. Results indicate that many forces could improve their performance in this area. No forces were
assessed as ‘excellent’ and only ten were assessed as ‘good’. We would therefore expect forces to prioritise improvement in areas such as the monitoring of sex offenders, preventing domestic violence and investigating crimes against children.

Resource Use
This domain assesses how well forces manage the resources they have – including human, physical, financial and technical – in delivering services to the public. Specific performance indicators measure progress on minority ethnic officer recruitment, female officer recruitment, and sickness absence, along with recorded efficiency gains. These measures are complemented by a range of HMIC assessments covering leadership and management.

Resource use remains one of the strongest areas of assessed performance, with no forces assessed as either ‘poor’ or ‘deteriorated’. Thirty-four forces are rated as either ‘good’ or ‘excellent’.

The police service, in common with the wider Home Office group, had been asked to make efficiency improvements of 3% per year from 2005/06 to 2007/08. In support of these objectives forces are, for the first time this year, assessed against delivery of efficiency targets. All forces this year have achieved their individual targets to deliver efficiency gains of 3% of net revenue expenditure, including 1.5% of which must be cashable.

Providing Assistance
This performance area looks at the way forces are able to deal with incidents, for example, to ensure public safety, and confidence in the police use of firearms. It also covers the capability of the forces to ensure that there are adequate planning and structural arrangements in place to minimise the impact of any extraordinary demands on its front-line services. Recent events have highlighted the need for forces – and all public services – to have effective procedures for responding to civil contingencies, and these criteria were incorporated into this year’s assessment.

2005/06 is the first full financial year under which forces have had to operate against targets for improvements in front-line policing, as set by police authorities. While the results show a slight improvement, from 62.3% in 2004/05 to 63.2% in 2005/06, this is equivalent to an additional 1,186 full-time officers carrying out front-line duties. Within this national figure, six forces have shown an improvement of 5 percentage points or more over the year.
Citizen Focus

A significant majority of the measures and assessments within this area relate to the satisfaction of the public when they have contact with the police – including the satisfaction of victims. These are supplemented with indicators designed to measure whether services are being delivered fairly and equally across different sections of society.

While nationally there have been significant improvements in this area, with all victim satisfaction measures moving in the right direction, it remains a challenging area of performance for forces. A programme of work is in place to further increase user satisfaction with the police. As part of this, the statutory Victims Code which sets out the services victims can expect to receive from the police and other parts of the criminal justice system was implemented from April 2006. In addition, a ‘Quality of Service Commitment’, which sets out the levels of service all members of the public can expect to receive when they have contact with the police, will be implemented in all forces in England and Wales with effect from November 2006. Both of these programmes are expected to have a positive impact on performance in this area. Some further work is also underway to raise satisfaction with how well the police take follow-up action such as keeping people informed on the progress of their case, as this is the area where there is the most room for improvement.

While nationally there has been an increase in all public satisfaction measures and many forces have improved on their results from last year, Citizen Focus remains a key area for improvement nationally and locally.

Local Policing

The Local Policing assessment comprises two components. The first is a British Crime Survey measure of the proportion of people who think their local police do a good or excellent job. Results for 2005/06 show a continued increase in confidence in the local police. This significant improvement reflects major progress across all forces in implementing neighbourhood policing. Secondly, forces were also subject to an HMIC inspection of neighbourhood policing which comprised the other element of this performance area. HMIC’s assessment showed that the majority of forces were well advanced in their approach to neighbourhood policing which will provide every community in England and Wales with dedicated, accessible and visible neighbourhood policing teams by 2008. The teams will engage closely with each community to understand their priorities for action and use problem solving to tackle those issues of local concern.
With eight forces achieving an ‘excellent’ grade and 29 having improved from last year, there have been real achievements in this area which reflects the work that has been put into developing neighbourhood policing across England and Wales.

In future the local policing assessment will allow individual forces to choose local priorities as performance indicators, which can then be measured and assessed in a way that allows them to be integrated into this national assessment.

**Protective Services**

Reviewing the UK police service’s ability to protect the public using advanced specialist services differs from the mainstream in that most other aspects of policing are more clearly visible, capable of being measured and widely understood. Protective services are multi-layered and far more complex disciplines. The key performance areas assessed in this area of activity are: Managing Critical Incidents and Major Crime, Tackling Serious and Organised Criminality, Protecting Vulnerable People, Strategic Roads Policing and Counter-Terrorism/Domestic Extremism. Arguably the work of professional standards departments, safeguarding integrity, falls within this group.

In September 2005, HMIC published the report *Closing the Gap*. It tested the strength and sustainability of these services using Association of Chief Police Officers (ACPO) standards. It found a wide variation in protective services capability and capacity and, in particular, identified “a number of structural and conceptual issues that are barriers to improved performance”. It further concluded that work was required to ensure that the police service is able to deal more robustly with issues of protection and protective services and identified a range of options.

Since then, one of these options, the merger of forces, has been considered but the Home Secretary has decided not to go ahead with force mergers but to look at other options. Alongside the work of ACPO, HMIC has conducted a review of all 43 forces to examine the potential opportunities to strengthen the police contribution to counter-terrorism and domestic extremism – this will be the subject of a separate report. The annual baseline assessment has also been undertaken and this includes an assessment of force performance in relation to protective services.

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Changes have been made in the way those specialist services are assessed. For example, the reduction and investigation of crime against vulnerable victims have been aggregated to assess the protection of vulnerable people in totality, and the measurement of investigating major and serious crime has been updated to assess force performance in managing critical incidents and major crime. The effect of these changes has been to raise the threshold of success to some extent and should be borne in mind in considering the assessments in this document. As a result, some service groupings are new or strengthened and it is not possible to make simple comparisons between this year’s assessment and last year’s in all areas.

However, with regard to Tackling Serious and Organised Criminality (which is more directly comparable), the pattern shown in previous years is again evident with larger forces tending to demonstrate stronger capabilities than the majority of their smaller counterparts. In order to achieve the Government’s aim of reducing the harm caused by serious organised crime, the Serious Organised Crime Agency was launched in April 2006. While that agency develops its work with partners in the UK and abroad, it is important that individual police forces maintain their focus on tackling this level of criminal activity. While performance in Tackling Serious and Organised Criminality has shown improvement in some forces (with four forces achieving a higher grade than in previous years), the pace of change needs to accelerate although this should not overshadow the considerable effort that has been made to date.

Strategic Roads Policing involves police officers focusing on both casualty reduction and tackling criminality. The 2005/06 assessment shows that positive progress is being made. For the second year in a row, no force has been graded ‘poor’ in this area of activity.

The overall assessment shows that, while progress is being made, there is still some way to go. Police forces and authorities have invested considerable resources into providing protective services to the public and consideration is being given by clusters of forces and regions to narrowing some of the gaps identified in 2005. In the coming months, a variety of approaches, including separate consideration of these services (for example counter-terrorism), analysis of public protection risks in different localities, and collaboration between forces will be undertaken to narrow the gap. The object of this work will be to ensure that these services keep pace with expectations on public protection.
Overview of Assessment Process

The performance of each police force in England and Wales is assessed in seven key areas:

- Reducing Crime
- Investigating Crime
- Promoting Safety
- Providing Assistance
- Citizen Focus
- Resource Use
- Local Policing

Further details on each area are provided at Annex B. In summary, two assessments are made in each of the seven areas, both of which are based on a combination of performance data and professional judgement.

Assessments are made covering the full range of policing activity, with a focus on local policing issues. It is not yet possible to assess forces individually on ‘protective services’ although a national overview is provided on page 10.

**Assessment 1: Delivery**

The first assessment concerns the performance delivered by a police force over the last year (2005/06). Typically, this judgement is made by comparing the performance achieved by a force with that achieved by a group of similar forces (its peers) in the first year of assessment (2004/05).

Of course, police forces are not identical, but a ‘like-for-like’ comparison helps identify forces that are performing better or worse relative to their peers. Forces delivering better performance are assessed as ‘excellent’ or ‘good’, forces delivering performance similar to their peers are assessed as ‘fair’ and forces delivering performance worse than their peers are assessed as ‘poor’.

As this is the second year of publication, this comparison is made with the performance of their peers in the first year of assessment (2004/05) so that it is possible to determine any change in the national picture of policing standards.

**Assessment 2: Direction**

A second assessment is made on direction, by comparing the performance achieved by a force in one year with that achieved by the same force in the previous year. Forces performing much better against a performance measure than previously are assessed as ‘improved’, forces performing much the same are assessed as ‘stable’ and forces performing much worse than previously are assessed as ‘deteriorated’.
When making assessments, special rules are used which take account of:

- force compliance with national standards for recording and detecting crime;
- any instances where a force has not provided data to be assessed or where the data provided is incomplete/inaccurate in some significant way; and
- the national key priorities for policing set out in the National Policing Plan 2005–08.

**Using assessments**

Last year’s assessments gave a clear summary to the public of the performance of their local policing. More importantly, they ensured that forces were able to focus attention on areas of policing that needed improvement.

They have also been used, and will continue to be, by the Police and Crime Standards Directorate (PCSD) and HMIC to help decide which forces require support and which forces can benefit from inspection breaks. Additionally, the data underpinning the assessments is continuously monitored by forces, police authorities and the Home Office to evaluate performance during the year.
Interpreting Force Assessments

Assessments for all 43 forces in England and Wales for the period 1 April 2005 to 31 March 2006 follow. The information included for each force is described below.

**Most similar forces**

For each force we provide a list of those forces that are most similar to it (its peers) against which it is compared. These most similar forces are unchanged from last year’s assessments. Further information on most similar forces is provided at Annex B.

The City of London covers only a relatively small area in central London, which naturally has very different characteristics to other forces. This means that there are no other forces that can be considered sufficiently similar to the City of London to make most similar force comparisons meaningful. Typically, delivery is assessed by comparison with the national average.

**Assessment table**

For each force, we provide a delivery and a direction assessment for the seven key performance areas. As an example, take a force that is assessed as ‘good’ and ‘improved’ for investigating crime. ‘Good’ means the force is better than its peers were in the first year of assessment (2004/05). ‘Improved’ means it is also significantly better than it was last year.

In some cases, the grade awarded to a force has been capped, either because the force has not supplied complete or acceptable data or to reflect relative under-performance in a priority area. Where relevant, these are shown as footnotes to the assessment table. This year, there has been a marked improvement in compliance with national crime standards among forces. Therefore it has not been necessary to cap any force for not complying with those standards.²

Each headline grade is an aggregate of other component grades. As such, a force with an ‘excellent’ grade in a performance area will have many strengths but may also have some areas of relative weakness; likewise, a force with a ‘poor’ grade may have a few areas of relative strength. Since assessments cover the period 1 April 2005 to 31 March 2006, they are not necessarily indicative of current performance.

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Interpreting Force Assessments

Detailed information on underpinning component assessments and data plus comparisons with peers are available, together with last year’s information, at http://police.homeoffice.gov.uk/performance

**Force facts**

Basic information is provided for each force such as budget and number of police officers. However, the basis for personnel information within the force pages has changed from last year. Whereas last year’s publication included figures on the basis of full-time equivalents, figures this year are on a ‘comparable strength’ basis. Comparable strength figures exclude staff who are on, for example, career breaks or maternity leave. As such, it provides a more meaningful view of the relative strengths of forces. In these tables, the term ‘other staff’ refers to traffic wardens plus designated officers employed by the force.

**Summary**

For each force we provide a short summary of performance plus key issues facing the force in the coming year.

**Websites**

Addresses are provided for each police force and its police authority.
**PERFORMANCE AREA** | **DELIVERY** | **DIRECTION**  
--- | --- | ---  
Reducing Crime | Fair | Improved  
Investigating Crime | Good | Stable  
Promoting Safety | Good | Stable  
Providing Assistance | Good | Improved  
Citizen Focus | Fair | Improved  
Resource Use | Good | Stable  
Local Policing | Good | Stable

**SUMMARY**

Avon and Somerset covers an area of 1,855 square miles and houses a population of 1,519,000. It has six operational commands covering the force and the creation of superintendent (operations) posts in each area has driven the performance improvement process.

The 2005/06 policing plan for the force set targets to bring detection rates and satisfaction levels into line with peers. The force’s overall sanction detection rate improved from 17% to 23.3%, and 53% of local residents thought that the force did a good job – the highest level of public confidence in its peer group. Further performance improvement in all service areas is expected for 2006/07.

Workforce modernisation, which will extend police staff roles in various areas, is central to the force’s human resources plans. Changes will include a new structure in neighbourhood policing; a scheme to develop high-potential staff; and initiatives to increase the number of officers in front-line duties. The force also aims to increase the number of community support officers to 346 by April 2007.

Diversity is a key priority in developing the constabulary’s staffing and delivery; targets have been set relating to the representation of black and minority ethnic and female police officers. Investors in People accreditation was also achieved in January 2006.

Challenges include sustaining a high level of performance within a tighter financial settlement. The force achieved its efficiency plan target annually and is on track to do so in 2006/07.

FORCE WEBSITE: [www.avonandsomerset.police.uk](http://www.avonandsomerset.police.uk)  
POLICE AUTHORITY WEBSITE: [www.aspola.org.uk](http://www.aspola.org.uk)  
ASSESSMENT WEBSITE: [http://police.homeoffice.gov.uk/performance](http://police.homeoffice.gov.uk/performance)
BEDFORDSHIRE

BEDFORDSHIRE IS COMPARED WITH:
Avon & Somerset
Hampshire
Kent
Leicestershire
Northamptonshire

PERFORMANCE AREA	DELIVERY	DIIRECTION
Reducing Crime	Fair	Stable
Investigating Crime	Fair	Stable
Promoting Safety	Poor	Stable
Providing Assistance	Good	Improved
Citizen Focus	Fair	Improved
Resource Use	Good	Improved
Local Policing	Fair	Improved

POLICE AUTHORITY CHAIR
Peter Conniff

CHIEF CONSTABLE
Gillian Parker

STAFF NUMBERS
Police officers 1,198
Police staff 752
PSCOs 41
Other staff 42
Special Constables 181

BUDGET 2005/06
£87.3 million

SUMMARY

The area served by Bedfordshire Police covers the county of Bedfordshire and the Luton unitary authority, with a population of 576,000. In 2006/07, the force has reduced the number of operational commands from three to two, aligned to local authority boundaries to provide increased front-line policing performance, while strengthening commitment to local partnerships.

With the introduction of the crime recording system, witness care units and victims’ information packs, there has been an 8.4% rise in satisfaction with how well victims are kept informed and a 4.2% increase in the level of overall satisfaction (based on April 2005 to March 2006).

The last year proved challenging in respect of crime reduction and detection capability. Contributing factors included high levels of redeployment to resource major crime, Bedfordshire’s response to the 7 July bombings, support for G8, the introduction of statutory charging and a major change in the force’s crime recording function.

Bedfordshire’s actions and activities for 2006/07 will focus on increasing community confidence and effective crime management. Neighbourhood policing teams will work in partnership with locals to provide a tailored service and there are plans to more than double the number of community support officers.

FORCE WEBSITE: www.bedfordshire.police.uk
POLICE AUTHORITY WEBSITE: www.bedfordshirepoliceauthority.co.uk
ASSESSMENT WEBSITE: http://police.homeoffice.gov.uk/performance
**PERFORMANCE AREA** | **DELIVERY** | **DIRECTION**
--- | --- | ---
Reducing Crime | Good | Improved
Investigating Crime | Good | Improved
Promoting Safety | Fair | Improved
Providing Assistance | Good | Improved
Citizen Focus | Fair | Improved
Resource Use | Fair | Improved
Local Policing | Fair | Improved

**SUMMARY**
Cambridgeshire has a resident population of 738,000. The force area is divided into three territorial divisions with two non-territorial directorates of investigations and safer communities.

Over the past year, crime has dropped by over 9% and the overall sanction detection rate has improved. The new major investigation team has been successful, with three life sentences for three separate murders secured within a month. Implementation of neighbourhood policing teams, including a project support worker and a community engagement officer, is progressing well.

A customer relationship management project team is improving customer satisfaction while call handling, identified as an area for development, is being handled at the Police Service Centre in Thorpe Wood Police Station.

Innovative schemes such as E-Cops – updating neighbourhoods on local crime and seeking their support – have been rolled out in the Southern division and parts of Northern and Central divisions. This was a home-grown initiative by the community beat managers in East Chesterton (Cambridge).

Performance improvement in the last year includes the robust drive on sanction detection rates and improving customer focus, while the introduction of community support officers has been, and continues to be, fully embraced.

During the last year, the force has directed effort and resources to improve both human resources and financial services. These continue to be areas for development.
CHESHIRE IS COMPARED WITH:
Derbyshire
Essex
Kent
Northamptonshire
Staffordshire
Warwickshire
West Mercia

CHESHIRE POLICE AUTHORITY CHAIR
Peter Nurse

CHIEF CONSTABLE
Peter Fahy

STAFF NUMBERS
Police officers  2,174
Police staff  1,148
PCSOs  75
Other staff  8
Special Constables  225

BUDGET 2005/06
£148.4 million

PERFORMANCE AREA | DELIVERY | DIRECTION
--- | --- | ---
Reducing Crime | Fair | Deteriorated
Investigating Crime | Fair | Improved
Promoting Safety | Fair | Stable
Providing Assistance | Good | Stable
Citizen Focus | Poor | Stable
Resource Use | Good | Improved
Local Policing | Good | Stable

SUMMARY
Cheshire is one of the most affluent counties in England and Wales with a population of 993,000. The force is responsible for policing significant motorway links and is made up of three operational divisions.

The force’s policing strategy 2006–09 outlines the influences driving its strategic development, to reduce crime and improve investigation, promote public safety, provide assistance and develop services that meet public needs and utilise resources effectively. In addition, the Taking Control programme has been established as a means of managing the demands on the force and giving staff clearer direction, representing the greatest change Cheshire has undergone for many years.

A need for stronger local beat policing has been incorporated as the key feature of the new policing model, as well as targeting serious criminality and anti-social behaviour. This was implemented by placing resources and capacity into the neighbourhood policing teams and intelligence units based in each division.

The roll-out of community action meetings has allowed the local community to have a far greater involvement, setting the priorities for the neighbourhood policing unit, which the Cheshire constabulary has based on a well-researched model.

The force faces a number of challenges in the future, including development and implementation of a new performance management framework and developing sustainability in the community action meeting sites and community action team resourcing.
POLICE AUTHORITY CHAIR
Keith Knowles

COMMISSIONER
Mike Bowron

STAFF NUMBERS
Police officers 869
Police staff 314
PCSOs 11
Other staff 0
Special Constables 70

BUDGET 2005/06
£76.3 million

PERFORMANCE AREA
DELIVERY          DIRECTION
Reducing Crime   Excellent Improved
Investigating Crime Excellent Improved
Promoting Safety  Fair Improved
Providing Assistance Good Improved
Citizen Focus     Good Stable
Resource Use      Good Improved
Local Policing    Fair Improved

SUMMARY
The City of London is geographically the smallest territorial police force in the UK with a residential community of approximately 8,000 people but a daily working population in excess of 300,000 people.

The force is divided into two operational commands for territorial policing and four other commands (anti-terrorism and public order, specialist crime, economic crime, and corporate support) to provide specialist policing services. Its strategic priorities include tackling terrorism and economic crime.

A major development over the year has been the Attorney General’s National Fraud Review, which reported at the end of June 2006. The force provided resources to the various workstreams of this project and is committed to playing a major part in its implementation. It has already proved its expertise by handling 12 Serious Fraud Office-sized investigations, conducted on behalf of the South East region.

Among the force’s major achievements was its contribution to the pan-London response during the 7 July terrorist attacks on London, notwithstanding three continuous years of crime reduction. Looking forward, the force will face challenges as it strives to deliver continued performance improvement within tight financial constraints.

FORCE WEBSITE: www.cityoflondon.police.uk   POLICE AUTHORITY WEBSITE: www.cityoflondon.gov.uk/Corporation/our_services/law_order/
ASSESSMENT WEBSITE: http://police.homeoffice.gov.uk/performance
CLEVELAND


CLEVELAND IS COMPARED WITH:
Merseyside
Northumbria
South Yorkshire
West Midlands
West Yorkshire

PERFORMANCE AREA | DELIVERY | DIRECTION
--- | --- | ---
Reducing Crime | Fair | Stable
Investigating Crime | Fair | Improved
Promoting Safety | Fair | Stable
Providing Assistance | Fair | Improved
Citizen Focus | Fair | Stable
Resource Use | Fair | Improved
Local Policing | Fair | Improved

POLICE AUTHORITY CHAIR
David McLuckie
CHIEF CONSTABLE
Sean Price

STAFF NUMBERS
- Police officers: 1,677
- Police staff: 697
- PCSOs: 100
- Other staff: 0
- Special Constables: 138

BUDGET 2005/06
£114.8 million

SUMMARY

The Cleveland police area covers approximately 595 square kilometres and has a population of over 553,000, containing some areas of significant socio-economic deprivation. The force area is divided into four operational commands whose boundaries are in line with the four unitary local authorities.

This year has seen the financial close of Action Stations – a private finance initiative project, which will not only increase cell capacity and improve working practices but also promote community policing. The first facilities will be available at the end of 2006. Meanwhile Operation Delivery, constructed with the assistance of the Home Office Police and Crime Standards Directorate (PCSD) to reduce crime and improve crime investigation within Cleveland, is almost complete with only two out of the original 74 actions outstanding.

The force is working to sustain the increase in recruitment from under-represented racial groups, with the last two intakes of probationers containing 6.6% and 12.5% from black and minority ethnic backgrounds respectively. As the first force to recruit part-time probationers, Cleveland promotes staff retention with flexible working practices.

Measures have been put in place to pursue maximum effectiveness in the face of budgetary pressures. This is being undertaken in three workstreams that include reviewing and restructuring services.

Having closed the performance gap between Cleveland and its peer forces, the force formally disengaged from PCSD (which provided financial and consultancy support) in June 2006.
CUMBRIA

SUMMARY

Cumbria is the second largest county in England and one of the most sparsely populated, with under half a million residents. The county is divided into three operational commands which are split into 21 inspector-led local policing teams that provide core services and policing presence.

The force has introduced interim performance conferences for operational commands resulting in a better understanding of performance-related issues and the ability to identify and tackle areas for improvement. Three follow-up visits were made in 2005 by HMIC, which was satisfied that recommendations had been addressed and significant progress made.

The force’s priorities for 2006/07 include developing neighbourhood policing across all communities in the county and delivering the phased implementation of the national IMPACT programme, in order to optimise key police and partner decision making through proactive capture and use of well-managed data, intelligence and other information.

There will also be special focus on three areas that are not effectively covered by the current Statutory Performance Indicator measures. These cover youth disorder, anti-social behaviour and anti-social use of motor vehicles.

POLICE AUTHORITY CHAIR
Reginald Watson

CHIEF CONSTABLE
Michael Baxter

STAFF NUMBERS
Police officers 1,230
Police staff 723
PCSOs 17
Other staff 30
Special Constables 152

BUDGET 2005/06
£89.1 million

CUMBRIA IS COMPARED WITH:
Cheshire
Devon & Cornwall
Kent
Norfolk
North Yorkshire
Suffolk
Wiltshire

PERFORMANCE AREA
Reducing Crime
Investigating Crime
Promoting Safety
Providing Assistance
Citizen Focus
Resource Use
Local Policing

DELIVERY
Excellent
Fair
Stable
Fair
Fair
Fair
Excellent

DIRECTION
Improved
Improved
Stable
Stable
Deteriorated
Improved
Improved

FORCE WEBSITE: www.cumbria.police.uk
POLICE AUTHORITY WEBSITE: www.cumbriapoliceauthority.org.uk
ASSESSMENT WEBSITE: http://police.homeoffice.gov.uk/performance
**DERBYSHIRE**

DERBYSHIRE IS COMPARED WITH:
- Cheshire
- Essex
- Gloucestershire
- Norfolk
- Staffordshire
- Warwickshire
- West Mercia

---

**PERFORMANCE AREA** | **DELIVERY** | **DIRECTION**
--- | --- | ---
Reducing Crime | Fair | Improved
Investigating Crime | Good | Stable
Promoting Safety | Poor | Improved
Providing Assistance | Good | Stable
Citizen Focus | Good | Stable
Resource Use | Good | Stable
Local Policing | Good | Improved

---

**POLICE AUTHORITY CHAIR**
Janet Birkin

**CHIEF CONSTABLE**
David Coleman

**STAFF NUMBERS**
- Police officers 2,046
- Police staff 1,084
- PCSOs 42
- Other staff 57
- Special Constables 429

**BUDGET 2005/06**
£145.9 million

---

**SUMMARY**

Derbyshire, covering over 1,000 square miles and with a population around 979,000, has nine local authorities and nine corresponding Crime and Disorder Reduction Partnerships.

The force strategic priorities are to provide citizen-focused policing, improve the quality of investigations, manage resources effectively and redirect resources to front-line service delivery. These are delivered by an operations division, a crime support department and four territorial commands, with each of the latter comprising a number of geographically based sections.

A strategic redeployment group manages opportunities to increase the number of officers in front-line roles. A police reform team is used to identify savings that can be recycled to support service delivery. A review of the finance and administration department has created a streamlined structure, capable of servicing the needs of the force, together with an enhanced budgetary capacity at local level.

Despite a £4 million budget deficit, the force achieved the lowest crime rate in the East Midlands and increased sanction detections to over 25%. The force also provided assistance to the Metropolitan Police Service during the 7 July bombings inquiry and supplied international aid following the tsunami disaster.

Derbyshire’s challenge for the future is to sustain improvements in performance and good staff morale in an environment of increasing financial constraint.

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FORCE WEBSITE: [www.derbyshire.police.uk](http://www.derbyshire.police.uk)
POLICE AUTHORITY WEBSITE: [www.derbyshire.police.uk/policeauthority](http://www.derbyshire.police.uk/policeauthority)
ASSESSMENT WEBSITE: [http://police.homeoffice.gov.uk/performance](http://police.homeoffice.gov.uk/performance)
**SUMMARY**

Devon and Cornwall Constabulary covers 4,000 square miles and serves a population of 1.6 million. The area has a huge tourist industry, welcoming 12 million visitors annually.

The force comprises four territorial commands and 16 departments. Three core strategic priorities – leadership, citizen focus and standard setting – are to be targeted during the current financial year.

The establishment of the serious, organised and specialist crime branch and the re-design of the major crime investigation team have improved the force’s capacity to tackle organised criminality and the investigation of serious crimes.

The Local Resilience Forum is now chaired at senior level, providing strong leadership across the counties, and the major incident plan is one of only two in the entire South West region, with the Force Community Risk Register seen as national best practice.

Over the past year, the force has responded well to unprecedented levels of snowfall on Bodmin Moor, which left thousands of motorists stranded. The flash flooding in Boscastle also showcased the response capability of the force.

Devon and Cornwall’s disaster victim recovery team, part of the national disaster victim identification team, was deployed to Thailand following the tsunami disaster and received much praise at national level. More recently, they were the first UK team placed on standby by the Home Office to deploy to the ferry disaster in Egypt.

One of the force’s major challenges in the coming year will be moving forward with the Force Development Programme, a dynamic programme of work aimed at enabling the force to respond better to all aspects of policing demand.
DORSET

DORSET IS COMPARED WITH:
Essex
Gloucestershire
Norfolk
Suffolk
Surrey
Sussex
West Mercia

PERFORMANCE AREA | DELIVERY | DIRECTION
--- | --- | ---
Reducing Crime | Good | Stable
Investigating Crime | Good* | Improved
Promoting Safety | Fair | Stable
Providing Assistance | Good | Improved
Citizen Focus | Excellent | Stable
Resource Use | Good | Improved
Local Policing | Good | Improved

*Grade capped due to relatively low performance in a priority component

SUMMARY

The Dorset force serves a resident population of 700,000 and has four territorial divisions. These are progressing towards alignment with local partners following the principles of neighbourhood policing.

This year, robbery has fallen by 25% and burglary by 8%. The force has also exceeded its offences brought to justice target and achieved a sanction detection rate of 28.5%. It is one of only two forces to sustain a green National Crime Recording Standard grading and the only one within its peer group. Furthermore, its ongoing use of mobile data has received national acclaim.

Exceeding its targets by 395% in relation to Proceeds of Crime Act confiscations of criminal assets, the force is currently ranked second in the country. There has also been a 6% reduction in death and serious injury as a result of road traffic accidents.

The use of risk assessment in case management has attracted national attention. The Health and Safety Executive will feature this work as ‘best practice’. The creation of a women’s network and Springboard training has also raised the profile of the Gender Agenda.

Independent advisory groups are being established in all divisions. In addition, a force-level critical incident independent advisory group has been very effective in aiding police responses.

The five-year vision for addressing force issues and the wider national programme is set out in a Workforce Modernisation Strategy. It also includes plans for business continuity, improved organisational design, a civilianisation process and plans to further develop a more diverse workforce.

FORCE WEBSITE: www.dorset.police.uk
POLICE AUTHORITY WEBSITE: www.dorset.police.uk/policeauthority
ASSESSMENT WEBSITE: http://police.homeoffice.gov.uk/performance
SUMMARY

Durham Constabulary occupies an area of 2,232 square kilometres, with a population of 595,000. Despite social and economic pressures, it is currently performing well against its peers.

Durham Constabulary is policed by two area commands, which are aligned with local authority areas. Each command consists of six police sectors with its own community inspector. These are supported by police community support officers and other partners.

Durham Constabulary has five goals as part of the strategy for 2005–08. These include reducing crime and disorder, improving the delivery of justice and strengthening community engagement. A number of painful initiatives, however, have had to be taken up to ‘balance the budget’.

One of Durham’s major achievements has been the successful hosting of part of the G8 summit, while multi-agency ‘action days’ have improved the outputs of arrests and use of alternative powers to prevent crime and anti-social behaviour. A new performance management framework allows better accountability and the force has achieved full compliance with the National Crime Recording Standard.

An efficiency plan which allows staff to suggest savings from within their own departments has been extremely successful and resulted in savings of almost £17.136,000. However, major challenges include a budget shortfall of approximately £4.4 million for 2006/07 and the force’s difficulty in dealing with ‘protective service’ issues.
**DYFED-POWYS**

**DYFED-POWYS IS COMPARED WITH:**
- Devon & Cornwall
- Lincolnshire
- Norfolk
- North Wales
- North Yorkshire
- Suffolk

### STAFF NUMBERS
- Police officers: 1,182
- Police staff: 559
- PCSOs: 26
- Other staff: 31
- Special Constables: 194

### BUDGET 2005/06
- £80.3 million

### PERFORMANCE AREA

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<td>Local Policing</td>
<td>Fair</td>
<td>Improved</td>
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### PERFORMANCE AREA

- Reduced Crime: Excellent, Stable
- Investigating Crime: Good, Improved
- Promoting Safety: Fair, Improved
- Providing Assistance: Good, Stable
- Citizen Focus: Excellent, Stable
- Resource Use: Good, Improved
- Local Policing: Fair, Improved

### SUMMARY

Dyfed-Powys has a population of just over 500,000 people. The force is split into four operational commands which are aligned with the local authorities.

Widespread public consultation identified the local policing priorities for 2006/07 which are terrorism and domestic extremism, Class A drugs, violent crime and anti-social behaviour. Wider strategic objectives are laid out in the force’s three-year strategy, which focuses on delivering improved services around a number of themes.

The force has continued to record the lowest levels of recorded crime in England and Wales but has still managed to achieve significant reductions in some areas. Moreover, it has consistently secured high sanction detection rates. The latter has improved significantly over the past 12 months, the direct result of a major review of the recording, management and investigation of crime that was undertaken in force.

Performance in relation to crime reduction and detection is mirrored in that achieved in relation to citizen focus measures, where the force has consistently achieved high levels of user satisfaction.

The delivery of neighbourhood policing presents significant challenges. Unlike more urban areas, the force will not be in a position to deliver a dedicated neighbourhood policing team in each ward, but has had to identify means of providing teams slightly differently by grouping small numbers of wards together. There will be much work to do in managing the expectations of the public in relation to what these teams will be able to achieve given the unique geography and challenges faced by the force.

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**FORCE WEBSITE:** [www.dyfed-powys.police.uk](http://www.dyfed-powys.police.uk)  
**POLICE AUTHORITY WEBSITE:** [www.dyfedpowys.policeauthority.co.uk](http://www.dyfedpowys.policeauthority.co.uk)  
**ASSESSMENT WEBSITE:** [http://police.homeoffice.gov.uk/performance](http://police.homeoffice.gov.uk/performance)
PERFORMANCE AREA | DELIVERY | DIRECTION
--- | --- | ---
Reducing Crime | Good | Stable
Investigating Crime | Good | Improved
Promoting Safety | Good | Stable
Providing Assistance | Good | Improved
Citizen Focus | Fair | Improved
Resource Use | Good | Improved
Local Policing | Fair | Improved

SUMMARY

Essex has a population of 1.6 million people and the force recently reorganised into five territorial commands aligned with local government, with a sixth for Stansted Airport, resulting in savings of £308,000.

The force is committed to delivering visible and accessible policing that improves face-to-face contact with the public. Priorities are to increase police visibility and reassurance, improve the timeliness and quality of response to calls for assistance and tackle anti-social behaviour and disorder.

Since July 2005, the force has increased its arrest rate by 58% to 169 a day and the yearly sanction detection rate rose significantly in 2005/06 to 26%. During the same period, over 200 officers have returned to or have been redesignated to front-line duties.

Resources were dedicated to neighbourhood policing across the force by July 2006, well ahead of the Government deadline, although in the long term, challenges remain in managing the Thames Gateway corridor and the ambitious house-building programme within Essex. Over 123,400 new homes are planned for the county by 2021, increasing the population by 9%. The force has taken a strategic view of this extensive development in the county in the next 15 to 20 years and has created the post of strategic regeneration project manager.

Essex Police is recognised nationally as one of the lead forces on youth issues, with its Proactive Essex Police Youth Strategy.
GLOUCESTERSHIRE IS COMPARED WITH:
Cambridgeshire
Devon & Cornwall
Dorset
Norfolk
North Yorkshire
Suffolk
Warwickshire

GLOUCESTERSHIRE

POLICE AUTHORITY CHAIR
Michael A Browne
CHIEF CONSTABLE
Timothy Brain
STAFF NUMBERS
Police officers 1,289
Police staff 675
PCSOs 72
Other staff 14
Special Constables 157
BUDGET 2005/06
£95.9 million

PERFORMANCE AREA | DELIVERY | DIRECTION
--- | --- | ---
Reducing Crime | Fair | Stable
Investigating Crime | Good | Stable
Promoting Safety | Good | Stable
Providing Assistance | Good | Stable
Citizen Focus | Good | Improved
Resource Use | Good | Stable
Local Policing | Poor | Stable

SUMMARY

Gloucestershire has a population of around 573,000 and the force has three territorial commands, each of which is aligned with two local authority areas.

The force is aiming to be the most operationally effective in the country through Vision 5, its five-year strategic plan. Current organisational priorities include: delivering the best future policing model through force restructuring; increasing capacity and capability to deliver neighbourhood policing; developing information management capability; and enhancing operational effectiveness through developing the workforce and estate development.

A major achievement in the past year has been the completion of the new force headquarters building and the successful migration of over 300 staff, with the overall project delivered on time and within budget. Furthermore, the whole organisation has been awarded Investors in People accreditation.

Recent improvements in crime reduction have largely been achieved by increased targeting of priority crimes and prolific offenders. The force is embracing the challenge of driving further reductions in crime by concentrating on increasing policing activity and effectiveness. Other major challenges are to become more citizen focused and engage more effectively with communities; hence, for 2006/07, the overall emphasis is on the force getting closer to its communities.

FORCE WEBSITE: www.gloucestershire.police.uk  POLICE AUTHORITY WEBSITE: www.gloucestershirepoliceauthority.co.uk
ASSESSMENT WEBSITE: http://police.homeoffice.gov.uk/performance

30  Police Performance Assessments 2005/06
GREATER MANCHESTER
GREATER MANCHESTER IS COMPARED WITH:
Merseyside
Northumbria
South Yorkshire
West Midlands
West Yorkshire

PERFORMANCE AREA | DELIVERY | DIRECTION
---|---|---
Reducing Crime | Fair | Improved
Investigating Crime | Good | Improved
Promoting Safety | Fair | Stable
Providing Assistance | Fair | Improved
Citizen Focus | Fair | Stable
Resource Use | Good | Improved
Local Policing | Fair | Stable

POLICE AUTHORITY CHAIR
Derek Osbaldestin

CHIEF CONSTABLE
Michael Todd

STAFF NUMBERS
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<td>251</td>
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<td>190</td>
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BUDGET 2005/06
£493.9 million

SUMMARY
Greater Manchester is one of Britain’s largest and most heavily populated metropolitan areas, with almost 2.6 million people. The force is divided into 12 policing divisions, which mirror the ten local authority boundaries, with Manchester itself divided into three.

The force vision is to ‘fight crime, protect people’ and to do this by: making Greater Manchester safer; bringing criminals to justice; being visible on the streets; and respecting, reassuring and responding to local communities. The priorities to achieve this are to reduce crime and disorder, investigate and detect crime, build safer communities with partners and provide a well-led and accountable service that is efficient and effective.

The force has made significant reductions in levels of crime. It has emphasised the importance of leadership, introducing a pioneering programme of leadership and development initiatives, and has received Investors in People reaccreditation.

Greater Manchester has also piloted the National Reassurance Policing Programme, although this programme has now been replaced at Oldham by the Safer Neighbourhoods initiative.

The force is seen as an exemplar of best practice in investigating organised crime and counter-terrorism and wants to be at the forefront of developing shared support services between forces. Particular challenges for the force for the coming year are the development of call-handling facilities, the hosting of the Labour Party Conference in September 2006, the maintenance of its position as a leader in serious and organised crime investigation and the continuing enhancement of volume crime investigation capabilities.
SUMMARY

Gwent has just over 550,000 residents and the force area is divided into three territorial commands, each of which is aligned with one or more unitary authority.

The force strategic priorities are to reduce overall crime, provide a citizen-focused police service, increase sanction detection rates and target prolific and other priority offenders, reduce concern about crime, and combat serious and organised crime.

The force successfully policed the EU Foreign Ministers’ meeting in September 2005; this event posed probably the largest security challenge ever seen in Wales. It has also recently carried out a number of successful and dynamic operations, which have had a positive impact on local communities. It has established a committed and sustainable approach to neighbourhood policing and has achieved a 6% level of crime reduction.

The force has embarked on an all-embracing change process under the citizen focus agenda; this requires a significant internal culture shift. Probationer training is undergoing major change as part of a modernisation process to better equip officers for new challenges. The force is also introducing a code of practice to replace the victims’ charter. The continued expansion of the city of Newport necessitates a review of local policing to ensure that it can respond to the increasingly vibrant social and commercial scene and also play host to the 2010 Ryder Cup.
**PERFORMANCE AREA** | **DELIVERY** | **DIRECTION**
--- | --- | ---
Reducing Crime | Excellent | Deteriorated
Investigating Crime | Fair | Stable
Promoting Safety | Fair | Improved
Providing Assistance | Excellent | Stable
Citizen Focus | Fair | Deteriorated
Resource Use | Good | Stable
Local Policing | Fair | Improved

**SUMMARY**

Hampshire has a population of 1.8 million. In April 2006, the ten territorial commands were reduced to six which are aligned with one or more local authority areas.

The force has been prominent in a range of international and national initiatives, including the provision of support and expertise to the new Iraqi Police Service. It also successfully policed a major public event during 2005, the Trafalgar 200 celebrations. All aspects of force structure were reviewed to ensure that it was fit for purpose and supported the delivery of an effective police service.

A major challenge during the year was the implementation of a new IT record management system, which presented serious difficulties in providing accurate performance data for much of 2005/06. Other challenges include the implementation by April 2007 of the Management of Police Information, coupled with the IMPACT programme, and the force-wide adoption of neighbourhood policing by 2008. Portsmouth is the pathfinder operational command unit for neighbourhood policing, although all derived learning (from both national and local experience) will be managed through a force programme board. The force is committed to raising the number of police community support officers to 539 over the next two years.

The strategic priorities for 2006/07 focus on service delivery (neighbourhood policing, reassurance and citizen focus, making best use of resources and bringing more offences to justice) and crime reduction (a 15% overall reduction in crime by 2007/08).
HERTFORDSHIRE

HERTFORDSHIRE IS COMPARED WITH:
Avon & Somerset
Cheshire
Essex
Kent
Northamptonshire
Thames Valley
Warwickshire

POLICE AUTHORITY CHAIR
Ian Laidlaw-Dickson

CHIEF CONSTABLE
Frank Whiteley

STAFF NUMBERS
Police officers 2,126
Police staff 1,450
PCSOs 139
Other staff 79
Special Constables 232

BUDGET 2005/06
£159.5 million

PERFORMANCE AREA | DELIVERY | DIRECTION
---|---|---
Reducing Crime | Good | Stable
Investigating Crime | Good | Improved
Promoting Safety | Fair | Stable
Providing Assistance | Good | Improved
Citizen Focus | Good* | Stable
Resource Use | Good | Improved
Local Policing | Excellent | Improved

*Grade capped due to poor performance in at least one component

SUMMARY

Hertfordshire has a population of well over one million residents and local policing is delivered through three operational commands that align with local authority boundaries.

The five strategic aims for policing Hertfordshire are to reduce crime, improve public confidence, improve the response to the public, reduce disorder, and improve public safety and feelings of safety.

The force has had a challenging but successful year, including the intense media spotlight during the Buncefield explosion and fire in December 2005.

Falls in recorded crime have been matched by falls in the British Crime Survey measures. The introduction of the Major Crime Task Force has had a significant impact on the force and removed the need to regularly abstract officers from local areas. Crime investigation overall has been problematic, not least because of the continued loss of experienced investigators to other forces. However, during 2005/06 an initial decline in the sanction detection rate was reversed and ensured that the year-end target has been exceeded.

Improvements within the call-handling function have led to a significant increase in the number of emergency and non-emergency calls answered within the target time.

Rising arrest levels and offences brought to justice have created the need for additional custody space and demands for more court time. While the force is addressing the custody issue, lack of court capacity is leading to long delays in cases going to trial in magistrates’ courts, and this appears likely to worsen in 2006/07.
Humberside has a population of almost 900,000 and has four operational commands aligned with unitary authorities and local crime and disorder reduction partnerships.

Strategic priorities for 2006/07 aim to improve how calls from the public are handled and implement a system for investigating crime that ensures, when evidence exists, that the offender is identified and dealt with promptly. It is also intended to provide dedicated and responsive policing teams to all neighbourhoods and to deal effectively with anti-social behaviour, criminal damage and other incidents that make communities feel unsafe.

The force has achieved some significant reductions in crime levels, and the formation of a major investigation team has greatly improved its capability to respond quickly and effectively to major crime incidents. Implementation of the incident-handling improvement team project has had a significant impact on call handling by delivering a far better quality of service to the public.

Call handling and response remain significant challenges, as do increasing community engagement and using new funding to produce real outcomes. The recent introduction of the volume crime model presents a major challenge but should lead to increased sanction detections and crime reduction. The roll-out of neighbourhood policing and the integration of police community support officers will strengthen community policing and reduce the fear of crime even further.
KENT

KENT IS COMPARED WITH:
Avon & Somerset
Cheshire
Essex
Hampshire
Hertfordshire
Northamptonshire
Warwickshire

PERFORMANCE AREA | DELIVERY | DIRECTION
--- | --- | ---
Reducing Crime | Fair | Deteriorated
Investigating Crime | Good | Improved
Promoting Safety | Fair | Stable
Providing Assistance | Good | Stable
Citizen Focus | Fair | Deteriorated
Resource Use | Excellent | Stable
Local Policing | Fair | Stable

POLICE AUTHORITY CHAIR
Ann Barnes

CHIEF CONSTABLE
Michael Fuller

STAFF NUMBERS
- Police officers: 3,599
- Police staff: 2,255
- PCSOs: 97
- Other staff: 146
- Special Constables: 306

BUDGET 2005/06
£256.5 million

SUMMARY
Kent has a population of 1.6 million and was organised into nine operational commands although this was reduced to six in April 2006.

Kent Police’s vision is to create a safe environment so that the public feel protected by a visible and accessible police service. Strategic priorities aim to improve performance, embed neighbourhood policing into communities, work with partners to tackle crime and disorder, ensure resources are used efficiently, and enhance protective services.

Kent Police has an established track record of dealing effectively with major crime and incidents, the £53 million raid on the Securitas Tonbridge depot in February 2006 demonstrating that it can handle such a major inquiry. Within two weeks of the robbery, some £19.7 million of stolen money had been recovered.

Programme 2015 continues to identify the activities necessary to deliver change, an ongoing and major challenge for the force. The force also faces increasing financial constraints, though prudent long-term financial management has ensured that finances are reasonably strong.

Despite relatively low crime levels, the public of Kent has a disproportionate fear of crime. A specific community engagement strategy, targets contained within the local public service agreement and the further expansion of neighbourhood policing will help to address this.
**POLICE AUTHORITY CHAIR**
Malcolm Doherty

**CHIEF CONSTABLE**
Stephen Finnigan

**STAFF NUMBERS**

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**BUDGET 2005/06**
£240.4 million

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**PERFORMANCE AREA**

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<td>Local Policing</td>
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*Grade capped due to poor performance in at least one component

**SUMMARY**

Lancashire has a population of 1.4 million. The area is split into six policing divisions which align with district councils, unitary authorities and crime and disorder reduction partnerships.

Force objectives for 2006/07 are to reassure the public, particularly those who are vulnerable, and to reduce and investigate crime, particularly those offences that are of concern to the public.

Major achievements include the force being graded ‘green’ in every area of the national readiness assessment for neighbourhood policing. It has also embarked on an extensive quality of service programme and has recently launched its diversity strategy, which pulls together all the external and internal work across the six strands of diversity. The Crime and Disorder Act has been used extensively to progress action against offenders through Anti-Social Behaviour Orders and partnerships. Premises considered a nuisance to the community through association with Class A drug activity have been closed, and a successful campaign has been run to focus on the crime that often results from excessive drinking.

Future challenges include curbing the use of violence in drug markets, particularly the criminal use of firearms, witness intimidation and assaults. Intelligence gaps need to be addressed in illegal immigration and the laundering of the proceeds of organised immigration crime, as well as the production and distribution of false and counterfeit identity documents. There is also a growing demand to support partner organisations, particularly the Serious Organised Crime Agency.

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**FORCE WEBSITE:** www.lancashire.police.uk  
**POLICE AUTHORITY WEBSITE:** www.lancspa.gov.uk  
**ASSESSMENT WEBSITE:** http://police.homeoffice.gov.uk/performance
LEICESTERSHIRE IS COMPARED WITH:

- Bedfordshire
- Essex
- Hampshire
- Northamptonshire
- Nottinghamshire
- Staffordshire
- Thames Valley

PERFORMANCE AREA | DELIVERY | DIRECTION
---|---|---
Reducing Crime | Fair | Improved
Investigating Crime | Good | Improved
Promoting Safety | Fair | Stable
Providing Assistance | Good | Improved
Citizen Focus | Good | Improved
Resource Use | Good | Improved
Local Policing | Excellent | Improved

SUMMARY

Leicestershire is a culturally diverse county and the force demonstrates a keen understanding of community needs through extensive local involvement that underpins its operational policing activity. National survey results evidence high confidence levels with the force, leading its peers.

During 2005/06 the force achieved strong performance improvements, with overall crime reduced by around 5,000 offences, including significant reductions in house and commercial burglaries, robberies and vehicle thefts. Leicestershire detected significantly more crimes (3,300 additional sanction detections), with one of the highest overall sanction detection rates nationwide. Although violent crime remains a concern, particularly within Leicester city, focused policing did achieve an annual reduction, particularly in relation to serious assaults.

Other 2006/07 priorities include internal force restructuring to rationalise policing areas and align with local government boundaries. This will enhance capacity through economies of scale and improve partnership crime reduction capability. An improved performance regime, Achieving Performance Excellence (APEX), has been introduced to enhance efficiency and effectiveness further.

The constabulary continues to take a leading role on neighbourhood policing. Work to increase police community support officers and ensure beat officers are not abstracted is ongoing. Quality of service remains a priority, with the piloting of the 101 non-emergency number and challenging targets set locally for call handling.

In spite of significant financial challenges, the force maintained comparatively low costs and achieved a 3% efficiency saving without compromising overall performance.
Lincolnshire is a mainly rural county bordered by the North Sea and the Wash with a population of 674,000 and 282,000 households. It encompasses small villages, market towns and the city of Lincoln, the largest urban centre. The coastal area has a high influx of summertime tourists. The population is predominately classed as white British, although it is becoming more diverse, with a significant increase in minority ethnic groups settling in the county to work in the agricultural sector.

Lincolnshire Police is organised into a force headquarters, providing all operational and non-operational support departments, and three territorial commands. West Lincolnshire is a pathfinder for the Neighbourhood Policing Project, with 25 neighbourhood policing teams.

The force has responded positively to a period of unprecedented change at national and local level against a backdrop of major operational challenge and a difficult budgetary situation. The command team has developed a new vision for Lincolnshire Police and has implemented a strategic plan to ensure continued and considered development of the force.

Strategic priorities include: adopting a citizen-focused approach to service delivery; reducing crime and improving investigation standards by having a fully integrated approach to cross-border serious and organised crime; promoting safety and reducing the fear of crime, disorder and anti-social behaviour; introducing the National Call-Handling Standard; and complying with Bichard recommendations.

**FORCE WEBSITE:** www.lincs.police.uk  
**POLICE AUTHORITY WEBSITE:** www.lincolnshire-pa.gov.uk  
**ASSESSMENT WEBSITE:** http://police.homeoffice.gov.uk/performance
MERSEYSIDE

MERSEYSIDE IS COMPARED WITH:
Cleveland
Greater Manchester
Northumbria
West Midlands
West Yorkshire

PERFORMANCE AREA | DELIVERY | DIRECTION
--- | --- | ---
Reducing Crime | Fair | Stable
Investigating Crime | Good | Improved
Promoting Safety | Fair | Improved
Providing Assistance | Good | Improved
Citizen Focus | Good* | Stable
Resource Use | Good | Improved
Local Policing | Good | Stable

*Grade capped due to poor performance in at least one component

SUMMARY

Merseyside has an economically, racially and culturally diverse population of just less than 1.5 million residing within five local authority areas. The six operational commands are aligned with the authority boundaries, with the exception of Liverpool, which encompasses two.

In January 2006, the force launched a revised neighbourhood policing model. This has led to an increase in the number of officers working with local communities, with each of the electoral wards having dedicated officers. The number of response officers has also been increased.

To complement neighbourhood policing, the force has dedicated resources to deal with serious and organised crime. The force structures reflect this commitment through the Matrix teams and force crime operations unit. Matrix targets organised criminals who commit crime themselves and typically have direct access to drugs and carry weapons. The Force crime operations unit targets the ‘top level’ of organised criminals and includes the targeting of offenders engaged in illegal drug activity, people trafficking, money laundering and hi-tech computer crime.

Liverpool has been selected as the European Capital of Culture in 2008, which will provide opportunities for further regeneration and development, as well as challenges for the force in terms of policing high-profile events.

FORCE WEBSITE:  www.merseyside.police.uk  POLICE AUTHORITY WEBSITE:  www.merseysidepoliceauthority.gov.uk
ASSESSMENT WEBSITE:  http://police.homeoffice.gov.uk/performance
POLICe AUTHORITY CHAIR
Len Duvall
COMMISSIONER
Sir Ian Blair
STAFF NUMBERS
Police officers 30,536
Police staff 13,417
PCSOs 2,315
Other staff 587
Special Constables 1,221
BUDGET 2005/06
£2,488.3 million

PERFORMANCE AREA DELIVERY DIRECTION
Reducing Crime Fair Stable
Investigating Crime Good Improved
Promoting Safety Fair Improved
Providing Assistance Good Improved
Citizen Focus Fair Improved
Resource Use Good Improved
Local Policing Excellent Improved

SUMMARY
The Metropolitan Police Service (MPS) is the largest police organisation in England and Wales. Primary service is delivered through 32 borough operational commands that share boundaries with the London borough authorities policing 620 square miles. It has a resident population of over 7.4 million and a daily influx of 5.5 million.

The MPS’s response to the July 2005 attacks drew universal praise, deterred further terrorist activity and reassured the public. While effective leadership, team-working, training and commitment were evident, the MPS continues to seek learning from those and subsequent events, and retains the national policing lead on counter-terrorist and security matters. The threat from terrorism will continue to be a major challenge.

The tragic shooting of Jean Charles de Menezes has been the subject of investigative scrutiny by the Independent Police Complaints Commission, whose findings and report is awaited.

Flagship initiatives this year include the Safer Neighbourhoods programme, establishing a dedicated mixed policing team in every local authority ward in London, and a pioneering unit to tackle the supply of Class A drugs, which has seized over £1 million and over 137kg of cocaine.

Four major change programmes have been prioritised for 2006/07: MetCall, the migration of control room functions into three specially constructed facilities; the creation of a Metropolitan Intelligence Bureau; the Safer Neighbourhoods programme; and Together, an organisational development programme to develop leadership and encourage greater working between MPS departmental boundaries.

The MPS has already begun planning for the 2012 Olympic and Paralympic Games.

FORCE WEBSITE: www.met.police.uk
POLICE AUTHORITY WEBSITE: www.mpa.gov.uk
ASSESSMENT WEBSITE: http://police.homeoffice.gov.uk/performance
NORFOLK

NORFOLK IS COMPARED WITH:
- Derbyshire
- Devon & Cornwall
- Gloucestershire
- Lincolnshire
- North Yorkshire
- Suffolk
- West Mercia

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<td>Local Policing</td>
<td>Poor</td>
<td>Improved</td>
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POLICE AUTHORITY CHAIR
Stephen William Bett

CHIEF CONSTABLE
Carole Howlett

STAFF NUMBERS
- Police officers: 1,557
- Police staff: 1,049
- PCSOs: 65
- Other staff: 69
- Special Constables: 262

BUDGET 2005/06
£127.5 million

SUMMARY
Norfolk is a largely rural county with a resident population of 816,000. The force comprises three territorial commands, which align with crime and disorder reduction partnership areas. The force Operations and Communications Centre, including headquarters functions, is based in Wymondham, with local headquarters at Norwich (Central), Great Yarmouth (Eastern) and King’s Lynn (Western). The force is implementing neighbourhood policing, with the Eastern area acting as the pathfinder and then rolling out the scheme across the county.

Year-on-year figures show reduction in the rates of overall crime, violence against the person, robbery, burglary, vehicle crime, theft and criminal damage. In addition, detection rates have increased in nearly all categories of crime.

Home Office approval has been received for custody suites to be shared across Norfolk, Suffolk and Cambridgeshire; these suites will be managed centrally, ensuring a common standard across the region.

The strategic aim for 2005–08 is to build confidence in policing, and this is underpinned by four objectives: engaging with local communities, tackling criminality, providing a quality service and increasing efficiency and effectiveness. The adoption of the police reform agenda and the quality of service commitment are key elements of this work.

There is a clear understanding at all levels that the focus which has resulted in good performance to date must be maintained over the coming year. In addition, the force will develop its protective service capability, building on the experience and relationships built up this year.
North Wales Police is responsible for a population of 675,000, and the force comprises six divisions: three territorial commands, the operational support division, the crime services division and the operational communications division.

The force is isolated by physical geography from the other three Welsh forces and has good links with forces in north-west England. There are well-established procedures for mutual support where necessary, and this strategic approach has enabled cross-border issues to be addressed effectively.

Recorded crime in North Wales reduced by 6% last year, with more than 20% fewer domestic burglaries and 25% fewer vehicle crimes being recorded. The force’s sanction detection rate for all crime is now over 29%.

The workforce modernisation agenda has created a more flexible, dynamic employment framework, resulting in greater productivity. There has been a major increase in citizen-focused policing through the network of community beat managers supported by police community support officers.

Policing priorities for 2006/07 include: reducing overall crime by 15% by 2007/08; providing every area in North Wales with dedicated, visible, accessible and responsive neighbourhood policing teams and reducing the public perception of antisocial behaviour; tackling serious and organised crime through shared intelligence; protecting the country from terrorism and domestic extremism; bringing more offences to justice in line with the Government’s public service agreements; improving the safety of children and young people in North Wales; and improving the safety of all road users in North Wales.

**SUMMARY**

North Wales Police is responsible for a population of 675,000, and the force comprises six divisions: three territorial commands, the operational support division, the crime services division and the operational communications division.

The force is isolated by physical geography from the other three Welsh forces and has good links with forces in north-west England. There are well-established procedures for mutual support where necessary, and this strategic approach has enabled cross-border issues to be addressed effectively.

Recorded crime in North Wales reduced by 6% last year, with more than 20% fewer domestic burglaries and 25% fewer vehicle crimes being recorded. The force’s sanction detection rate for all crime is now over 29%.
NORTH YORKSHIRE IS COMPARED WITH:
Devon & Cornwall
Gloucestershire
Lincolnshire
Norfolk
Suffolk
Warwickshire
Wiltshire

PERFORMANCE AREA | DELIVERY | DIRECTION
--- | --- | ---
Reducing Crime | Good | Stable
Investigating Crime | Good | Improved
Promoting Safety | Fair | Improved
Providing Assistance | Good | Improved
Citizen Focus | Good | Improved
Resource Use | Good | Improved
Local Policing | Good | Improved

POLICE AUTHORITY CHAIR
Jane Kenyon

CHIEF CONSTABLE
Della Cannings

STAFF NUMBERS
- Police officers: 1,636
- Police staff: 1,030
- PCSOs: 71
- Other staff: 6
- Special Constables: 189

BUDGET 2005/06
£126.2 million

SUMMARY
North Yorkshire Police covers England’s largest county, with an area of 7,700 square kilometres. It has a population of 765,000. The force comprises three area command units aligned to the local government structures of North Yorkshire and the unitary authority of York. Some specialist resources are co-ordinated centrally (firearms, crime scene investigators, child protection), but the focus is on front-line staff delivering local solutions through neighbourhood policing teams.

Major challenges included the policing of Royal Ascot at York, and co-ordinating the multi-agency responses following severe flooding across the county of North Yorkshire and York. In 2005, the force brought to a successful conclusion the investigation into two double murders committed in 2004, and the longest running and most complex criminal case in its history resulted in an offender being sentenced after admitting operating a fraudulent computer supply company.

The strategic plan for 2005–08 is based on four key areas: serving communities; preventing, reducing and investigating crime; delivery through effective partnerships; and protective services. North Yorkshire Police is committed to becoming ‘the leading police service’.

North Yorkshire Police is implementing a serious and organised crime unit and will have an enhanced major crime capability in place to address the current gaps in its protective services capacity, addressing the identified immediate specialist investigative requirements.

SUMMARY

Northamptonshire has a population of 647,000, and policing in 2005/06 was delivered via four operational commands. There are seven crime and disorder reduction partnerships and, in line with national policy, the force is shifting its strategic focus to delivery at the neighbourhood level.

In 2005/06, Northamptonshire achieved the third highest rate of crime reduction in the country, with a 7.9% reduction in crime. Reductions in domestic burglary, vehicle crime and violent crime were all significant, but improvements were still required to bring the force closer to the average of its peers.

Over the last year, the force has focused on establishing a new integrated performance management system, supported by the development of call management and crime recording capabilities. Workforce development has also been a priority area, and new roles have been created to reflect the volume crime and sanction detection performance priorities.

For 2006/07, several strategic priorities have been identified, including: tackling high levels of volume crime; increasing the capacity to tackle serious and organised crime, terrorism and domestic extremism; increasing the proportion of crime detected and brought to justice; improving public confidence in policing and reducing the fear of crime; and developing the capability to respond quickly and effectively to calls for assistance from the public.
NORTHUMBRIA IS COMPARED WITH:
Cleveland
Greater Manchester
Merseyside
South Yorkshire
West Midlands
West Yorkshire

PERFORMANCE AREA | DELIVERY | DIRECTION
--- | --- | ---
Reducing Crime | Excellent | Improved
Investigating Crime | Good* | Improved
Promoting Safety | Good | Improved
Providing Assistance | Good | Improved
Citizen Focus | Good | Improved
Resource Use | Excellent | Improved
Local Policing | Excellent | Stable

*Grade capped due to relatively low performance in a priority component

SUMMARY
Northumbria is the sixth largest police force area in England and Wales. The approximate population of the force area is 1.4 million, and the force is divided into six area commands, based on local authority boundaries, and 12 headquarters support departments.

Between April 2005 and March 2006, sanction detections in the Northumbria force topped 32%, while crime dropped by around 7.5%. This is attributed to force-wide initiatives to target known offenders, identify crime and disorder hotspots, focus on potential victims and introduce initiatives such as taxi marshalling schemes. For example, in Northumberland, for the same period sanction detections topped 38% while crime dropped by 13.5%.

Among the major challenges facing the force in the future are developing neighbourhood policing strategies further, and the effective, continuing integration of mixed-economy policing teams.

POLICE AUTHORITY CHAIR
Mick Henry

CHIEF CONSTABLE
Michael Craik

STAFF NUMBERS
Police officers 3,983
Police staff 1,646
PCSOs 129
Other staff 158
Special Constables 198

BUDGET 2005/06
£262.0 million

FORCE WEBSITE: www.northumbria.police.uk
POLICE AUTHORITY WEBSITE: www.northumbria-police-authority.org
ASSESSMENT WEBSITE: http://police.homeoffice.gov.uk/performance

this year include: ‘The Party’s Over’ campaign, resulting in the Chief Constable being tasked by the Prime Minister’s Office to lead a national campaign to reduce drink-related violence and disorder; policing the Labour Party Spring Conference and the European Justice Ministers’ Convention; and taking a leading role nationally on the introduction of the single non-emergency number.
POLICE AUTHORITY CHAIR
John Clarke

CHIEF CONSTABLE
Stephen M Green

STAFF NUMBERS
Police officers 2,477
Police staff 1,360
PCSOs 112
Other staff 106
Special Constables 361

BUDGET 2005/06
£173.4 million

PERFORMANCE AREA | DELIVERY | DIRECTION
--- | --- | ---
Reducing Crime | Fair | Stable
Investigating Crime | Fair | Improved
Promoting Safety | Poor | Improved
Providing Assistance | Good | Improved
Citizen Focus | Fair | Improved
Resource Use | Fair | Improved
Local Policing | Poor | Improved

SUMMARY

Nottinghamshire is a medium-sized county in the East Midlands with a population of 1,035,000. The largest conurbation is the city of Nottingham, with a diverse and vibrant population, many from minority ethnic communities.

The force has moved from being highly reactive, with nearly all uniformed officers undertaking response duties, to the majority of its officers (70%) being allocated to community-based, problem-solving policing. It is organised into four territorial divisions, with two headquarters divisions, operations and support.

The force has seen a significant increase in the number of sanction detections (from 16.6% to 21.2%). There has been a 3.4% reduction in all crime, a 19.3% reduction in burglary and a reduction in vehicle theft. The force has achieved significant results on arrests and seizures of drugs and guns, and has a good record of solving murders.

The Sherwood Project, a countywide scheme for managing offenders, won the Office for Criminal Justice Reform’s award for ‘outstanding contribution to working with offenders’, as well as the Justice Shield Prize at the national Justice Awards in November.

For the forthcoming year, Nottinghamshire’s primary strategic priority is citizen-focused policing incorporating neighbourhood policing, community engagement and quality of service. Other significant priorities include: reducing volume crime; tackling serious and organised crime; delivering the intelligence plan; and tackling violence and anti-social behaviour.
SUMMARY

South Wales Police covers an area of around 812 square miles, which although only representing 10% of the geographical area of Wales, is home to 1.2 million people – around 42% of the country’s whole population. The force is made up of seven territorial commands, each of which is in line with the local authorities and their community safety partnerships.

In 2005/06, South Wales became one of the first forces to introduce the single non-emergency number – a £5.6 million partnership with Cardiff City Council. It also developed a warrants management database and a stop-search database, both of which are now being used by other forces. This year also saw the opening of a police office in the accident and emergency department of University Hospital Wales.

The force’s major challenge for the future will be to meet the Chief Constable’s target of reaching A* in terms of performance across all aspects of the service. This means that the force must be seen as an employer of choice, be one of the top six performing forces in England and Wales, fully engage with communities, visibly celebrate success, problem solve and lead the way with partners, be compliant with the National Intelligence Model and be fully intelligence led.
South Yorkshire has a population of approximately 1.3 million people, of which 5% are classified as belonging to a non-white minority ethnic group, the majority being resident within the Sheffield area.

There are four crime and disorder reduction partnerships in South Yorkshire: three are in line with districts, while the Sheffield partnership covers two districts. The force has a strong commitment to neighbourhood policing, which is reflected in its early adoption of a safer neighbourhood area structure. This currently consists of 23 safer neighbourhood areas, comprising 54 safer neighbourhood teams supported by five safer neighbourhood units within the five police districts.

Sheffield hosted the G8 conference of home affairs and justice ministers in June 2005, and the force supplied body recovery specialists and family liaison officers to the countries affected by the Boxing Day tsunami in 2005 and following the terrorist incident in Sharm El Sheikh, Egypt.

The specialist unit dedicated to securing football banning orders has been so successful that it has received national acclaim, and the force has also set the baseline standard for investigations into human trafficking for sexual exploitation.

Over the next year, the force is committed to areas such as: reducing crime and concern about crime and disorder; countering terrorism; neighbourhood policing; responding to the needs of victims and witnesses; bringing more offences to justice; tackling and preventing anti-social behaviour; improving its response to victims of domestic violence; and effectively resourcing and managing protective services.
STAFFORDSHIRE

STAFFORDSHIRE IS COMPARED WITH:
Cambridgeshire
Cheshire
Derbyshire
Hampshire
Leicestershire
Northamptonshire
Warwickshire

POLICE AUTHORITY CHAIR
Michael Poulter

CHIEF CONSTABLE
David Swift

STAFF NUMBERS
Police officers 2,272
Police staff 1,290
PCSOs 70
Other staff 0
Special Constables 406

BUDGET 2005/06
£163.9 million

PERFORMANCE AREA | DELIVERY | DIRECTION
---|---|---
Reducing Crime | Good | Stable
Investigating Crime | Excellent | Stable
Promoting Safety | Good | Stable
Providing Assistance | Excellent | Stable
Citizen Focus | Excellent | Improved
Resource Use | Excellent | Stable
Local Policing | Good | Stable

SUMMARY

Staffordshire covers over 1,000 square miles, stretching from the Peak District National Park in the north to the West Midlands border in the south. It has a total population of 1.05 million and 446,000 households.

The force’s corporate strategy, A Safer Staffordshire, comprises five key strands: “our focus and how we will put citizens first; our values, including fairness, equality and integrity; our aims, including Citizen Focus and Reducing Crime; how we will achieve our aims through our resources; and our approach, including problem solving and being proactive and intelligence led”.

Neighbourhood policing was launched in Staffordshire this year with more than 528 neighbourhoods identified. This is part of a new way to bring decisions about the way crime is tackled closer to communities.

The force was a high achiever in 2005/06 in reducing and detecting crime and bringing offenders to justice. It also improved customer satisfaction levels. More than 80% of burglary, violence, car crime and road crash victims were satisfied with overall service, higher than the force’s peers. There was a focus on reducing violence around the county, with high-profile campaigns to target alcohol-related and domestic violence. The force recognises that people are its most important asset and is proud to have received reaccreditation from Investors in People.

There are major initiatives under way, including building safer communities, quality of service commitments to increase customer satisfaction, working with local communities and building relationships with the public and an ongoing ‘war on bureaucracy’ to free up officers for front-line roles.

FORCE WEBSITE: www.staffordshire.police.uk
POLICE AUTHORITY WEBSITE: www.staffordshire.gov.uk/policeauthority
ASSESSMENT WEBSITE: http://police.homeoffice.gov.uk/performance

50
Police Performance Assessments 2005/06
SUMMARY

Suffolk Constabulary polices a rural county with a population of 683,700. It has three operational commands that correspond with district council boundaries.

The most important recent change in the force has been a move towards neighbourhood policing. This has already resulted in the creation of three safer neighbourhood teams, and work is continuing to reshape community policing in the county.

Another significant initiative in 2005/06 was the Suffolk First For You programme, an update of an earlier policing model that promotes a citizen-focused approach to policing. The programme has five strands, aiming to be ‘first’ in the country for citizens, local services, safety, staff and value. Other important developments include increased recruitment of community support officers, developing the role of civilian investigators and introducing three purpose-built victim care centres. In addition, three new police stations have been opened.

In the year ahead, Suffolk will continue to implement Suffolk First For You, recruit more community support officers and invest further in technology. It is also seeking new ways of consulting the public – such as using the internet and the Police Direct system.
SURREY

SURREY IS COMPARED WITH:
Cambridgeshire
Dorset
Essex
Gloucestershire
Warwickshire
West Mercia
Wiltshire

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<td>Local Policing</td>
<td>Excellent</td>
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POLICE AUTHORITY CHAIR
James E Smith

CHIEF CONSTABLE
Bob Quick

STAFF NUMBERS
Police officers 1,922
Police staff 1,485
PCSOs 126
Other staff 79
Special Constables 280

BUDGET 2005/06
£165.4 million

SUMMARY

Surrey, one of the most densely populated counties, sits between two major international airports (Heathrow and Gatwick) and covers some of the busiest stretches of motorway in Europe. Policing services are organised in four territorial commands, with headquarters near Guildford.

During 2005/06, overall crime fell by 2%; vehicle crime by 2% and domestic burglaries by 8%. Other major achievements include dealing effectively with hate crime and policing the European Union Heads of State conference. The Surrey Road Standards Programme and a new critical incident manager role were introduced.

A pilot project within a divisional criminal investigation department has produced a 27% improvement in the speed with which crimes are resolved by 30% fewer staff, who have achieved an increased sanction detection rate of 28% within that division. The project is being expanded and the model will be rolled out into other areas during 2006.

Other major challenges for the future include embedding neighbourhood policing and increasing capability to a national standard in respect of serious and organised crime and protective services.
**SUMMARY**

East and West Sussex have a total population of 1.5 million, and Sussex Police covers both counties. There are five operational commands, within which 16 districts are aligned to the boundaries of district and borough councils.

The force continues to build on its neighbourhood policing model first introduced in 2003. This has already resulted in the creation of three safer neighbourhood teams, and work is continuing to reshape community policing in the county.

This year the force worked hard to create neighbourhood policing teams with geographic ownership, and it has one of the highest ratios of community support officers to police officers in the country. Innovative resourcing initiatives include the use of private finance initiative contracts to provide state of the art detention facilities.

Sussex’s total recorded crime was down 3%, and the sanction detection rate has exceeded its target at 25.6%. Performance in relation to public contact also improved, with 94.3% of 999 calls answered within ten seconds against a target of 90%.

The force is proud to have won several awards this year, including an award for an alcohol misuse enforcement campaign and a national and international award for Operation Dodger, targeted at street drinkers in Brighton and Hove.

Priorities for 2006/07 include building on the solid neighbourhood policing foundation, developing in particular strong partnership problem-solving processes, and strengthening the capability to deter terrorism and the harm caused by organised criminality.
THAMES VALLEY IS COMPARED WITH:
Cambridgeshire
Essex
Hampshire
Hertfordshire
Kent
Northamptonshire
Warwickshire

PERFORMANCE AREA  DELIVERY  DIRECTION
Reducing Crime  Fair  Stable
Investigating Crime  Good  Improved
Promoting Safety  Good  Improved
Providing Assistance  Good  Improved
Citizen Focus  Fair  Improved
Resource Use  Good  Improved
Local Policing  Excellent  Improved

SUMMARY
Thames Valley Police is the largest non-metropolitan police force in England and Wales. It has restructured to five territorial commands and 16 local policing areas, to align local operational policing with local government boundaries. It has also developed relationships with partners to respond in a multi-agency way to common themes such as anti-social behaviour, and it is looking to formalise and extend those practices, providing one-stop shops to the public.

A major achievement this year has been to implement its own change programme, known as Challenge and Change. At the same time, it developed a national quality of service commitment to identify and develop all citizen focus and quality of service issues, and it implemented the Code of Practice for Victims of Crime. The force has also improved the way in which it deals with contact management by developing its people, committing to workforce modernisation, providing high-quality IT and implementing a rigorous performance framework. It set up a force-level directing group to improve volume crime investigative processes. It has improved its overall sanction detection rate and is currently seeking to sustain improvements.

Thames Valley Police has worked hard to improve its HMIC rating from level 3 to level 4 in its protective services. A detailed internal gap analysis has been undertaken and a three-year expansion programme planned. As part of neighbourhood policing, teams will be introduced to a further 100 neighbourhoods by March 2007 and more police community support officers will be recruited.

FORCE WEBSITE: www.thamesvalley.police.uk  POLICE AUTHORITY WEBSITE: www.tvpa.police.uk
ASSESSMENT WEBSITE: http://police.homeoffice.gov.uk/performance
WARWICKSHIRE

WARWICKSHIRE IS COMPARED WITH:
Cambridgeshire
Cheshire
Essex
Kent
Northamptonshire
West Mercia
Wiltshire

POLICE AUTHORITY CHAIR
Philip Blundell

CHIEF CONSTABLE
John Burbeck

STAFF NUMBERS
Police officers 1,032
Police staff 605
PCSOs 64
Other staff 5
Special Constables 211

BUDGET 2005/06
£77.2 million

PERFORMANCE AREA | DELIVERY | DIRECTION
--- | --- | ---
Reducing Crime | Fair | Stable
Investigating Crime | Poor | Stable
Promoting Safety | Fair | Improved
Providing Assistance | Good | Stable
Citizen Focus | Fair | Stable
Resource Use | Good | Stable
Local Policing | Fair | Improved

SUMMARY

Warwickshire has a population of 525,500 and is policed by two territorial commands, each divided into five districts in line with the five district or borough councils.

An unprecedented level of major incidents in 2005/06 occupied 70% of detectives at times, and this impacted upon performance against policing priorities. While the level of all recorded crime has increased slightly, reductions in domestic burglary and vehicle crime have been recorded, and crime and violent crime detection targets were met.

Another major achievement was the construction and implementation of the Northern Justice Centre, a centre of excellence where the police station, Crown Prosecution Service and Magistrates’ Court are co-located on the same site. At the same time, the force introduced a collaborative, multi-agency approach to support victims and witnesses involved in cases within the criminal justice system, which has been cited as an example of best practice.

Challenges for the future are to introduce the neighbourhood policing model by November 2006 and, over the next 12 months, to introduce a new crime recording system. Warwickshire is also introducing an ambitious citizen-focused programme, which will aim to deliver ease of contact for customers and a first-class response. The purpose is to increase the quality of service and improve overall satisfaction in the public’s dealings with the police.

FORCE WEBSITE: www.warwickshire.police.uk
POLICE AUTHORITY WEBSITE: www.warwickshirepa.gov.uk
ASSESSMENT WEBSITE: http://police.homeoffice.gov.uk/performance
WEST MERCIA

WEST MERCIA IS COMPARED WITH:
- Cambridgeshire
- Cheshire
- Lincolnshire
- Norfolk
- Suffolk
- Warwickshire
- Wiltshire

POLICE AUTHORITY CHAIR
Paul Deneen

CHIEF CONSTABLE
Paul West

STAFF NUMBERS
- Police officers: 2,351
- Police staff: 1,511
- PCSOs: 85
- Other staff: 10
- Special Constables: 284

BUDGET 2005/06
£172.8 million

PERFORMANCE AREA DELIVERY DIRECTION
Reducing Crime Good Improved
Investigating Crime Good Improved
Promoting Safety Fair Stable
Providing Assistance Good Stable
Citizen Focus Good Stable
Resource Use Good Improved
Local Policing Good Stable

SUMMARY

West Mercia Police covers the fourth largest area in England and Wales, with a population of 1,179,000. Although predominantly rural, there are five urban centres. Each of the five territorial commands is aligned with its county council or unitary authority.

In 2004/05, West Mercia was assessed as one of the best-performing forces in the country in terms of investigating crime. During 2005/06, performance in sanction detection rates and rates of offences brought to justice have again been among the highest in the country.

Other major achievements this year include the securing of convictions in connection with several high-profile murder cases and a successful large-scale immigration operation led by the constabulary (working with the UK Immigration Service and the National Crime Squad).

The force’s main challenge for the future will be to maintain and build upon the significant levels of performance already achieved. At the same time it aims to become even more effective at dealing with serious and organised crime and other issues that place a significant demand upon resources, while embedding 145 neighbourhood policing teams into communities across the force area.

FORCE WEBSITE: www.westmercia.police.uk 
POLICE AUTHORITY WEBSITE: www.westmerciapoliceauthority.gov.uk
ASSESSMENT WEBSITE: http://police.homeoffice.gov.uk/performance

56 Police Performance Assessments 2005/06
**SUMMARY**

West Midlands Police is the second largest police force in the country, with a diverse population of almost 2.6 million, 18% of whom are from minority ethnic backgrounds. There are 21 operational command units, each split into a number of sectors, which are responsible for local policing in the community.

In 2005/06, the force continued to achieve a steady downward trend in total recorded crime. The force has worked hard to improve the perception of policing and community safety in communities and its latest survey was encouraging, with 87% of people saying that they feel the police have a good relationship with people in their neighbourhood.

West Midlands Police has demonstrated a high level of quality of service following a restructure to the way it handles calls, achieving an ‘excellent’ grading.

The force has also been praised as the highest performing police force in the country in the latest benchmarking report of the Race for Opportunity network. It achieved the Silver certificate for commitment to creating a racially inclusive workforce.

The force is currently evolving to meet the challenges of neighbourhood policing to ensure that it is locally driven and has strong community involvement.
WEST YORKSHIRE

WEST YORKSHIRE IS COMPARED WITH:
Greater Manchester
Merseyside
Northumbria
South Yorkshire
West Midlands

PERFORMANCE AREA | DELIVERY | DIRECTION
--- | --- | ---
Reducing Crime | Good | Stable
Investigating Crime | Excellent | Improved
Promoting Safety | Fair | Improved
Providing Assistance | Excellent | Improved
Citizen Focus | Fair | Improved
Resource Use | Good | Improved
Local Policing | Good | Improved

POLICE AUTHORITY CHAIR
Mark Burns-Williamson

CHIEF CONSTABLE
Colin Cramphorn

STAFF NUMBERS
Police officers | 5,644
Police staff | 3,165
PCSOS | 462
Other staff | 26
Special Constables | 440

BUDGET 2005/06
£383.0 million

SUMMARY

West Yorkshire forms the largest conurbation in the Yorkshire and Humber region, with a diverse population of 2.1 million, 11% of whom are from black and minority ethnic backgrounds. There are ten territorial divisions within West Yorkshire, which are aligned to the five local authority and crime and disorder reduction partnerships. Neighbourhood policing teams have been introduced across all divisions, and the force has the highest number of community support officers outside the Metropolitan Police. It is a leading force in tackling anti-social behaviour.

This year, West Yorkshire Police achieved significant reductions in crime while increasing overall sanction detection rates. Over 400 disruptions of criminals involved in issues affecting more than one territorial command or a neighbouring force have taken place and over £3 million of criminal assets confiscated. The force received a national award for excellence in financial investigation and achieved national accreditation for its special operations unit.

West Yorkshire Police is being used as an exemplar force to demonstrate the potential benefits that workforce modernisation can bring. The force has also been leading the development of regional responses to counter terrorism and serious and organised crime.

In 2006/07, the force will focus on improving quality of service through improved contact management. It also needs to develop partnerships further in order to support operational delivery of neighbourhood policing.
PERFORMANCE AREA | DELIVERY | DIRECTION
---|---|---
Reducing Crime | Excellent | Stable
Investigating Crime | Fair | Improved
Promoting Safety | Fair | Stable
Providing Assistance | Fair | Stable
Citizen Focus | Fair | Stable
Resource Use | Good | Stable
Local Policing | Fair | Improved

SUMMARY

Wiltshire Police is a small, mainly rural force whose area includes the busy M4 motorway and the A303. The population is nearly 627,000. Three territorial commands are supported by several headquarters departments.

During 2005/06, the force increased its overall sanction detection rate from 25% to 27%. The number of domestic burglaries fell by 17% from last year.

This year also saw the roll-out of projects HERMES and IMPACT. This has enabled Wiltshire to allocate non-emergency crimes and incidents electronically to the most appropriate member of staff, thereby improving quality of service to the public.

The force continues to use the Diversity Excellence Model and has completed numerous assessments with partnership involvement. It has also established an internal equality and confidence board to integrate equality and diversity further into everyday working.

The main challenges for the future include closing the gap in protective services capability, rolling out neighbourhood policing teams across the county, further development of service standards and the full implementation of the Victims’ Code of Practice. The force also plans to implement the recommendations of HMIC’s thematic inspection First Contact, together with the National Call Handling Standards.
The following tables show aggregated performance data for each statutory performance indicator for England and Wales. Data subsequently released as national statistics will be subject to further checking and audit. Further information on HMIC baseline grades can be found at:

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

Performance in 2005/06 is compared with that of the previous year and changes in performance are indicated where possible. All figures have been rounded.

Where an indicator is a number or rate per population/households, changes are shown as a percentage increase or reduction (for example 5% reduction).

Where an indicator is itself a percentage (for example the offences brought to justice rate), the change is shown in ‘percentage points’. For example a change from 18% to 19% is shown as an increase of 1 (percentage) point. This is to avoid the confusion which can be caused by showing change as a percentage of percentages.

For British Crime Survey data, we indicate if the change is statistically significant (at the 95% level).

Indicators shown in italics have not been included in 2005/06 assessments although data is provided. Data has not been included either to avoid double-counting or because a robust statistical assessment was not possible (see website for further details).

<table>
<thead>
<tr>
<th>REDUCING CRIME</th>
<th>National average 2004/05</th>
<th>2005/06</th>
<th>Change from 2004/05 to 2005/06</th>
</tr>
</thead>
<tbody>
<tr>
<td>4a Comparative risk of personal crime</td>
<td>7%</td>
<td>6%</td>
<td>Change not statistically significant</td>
</tr>
<tr>
<td>4b Comparative risk of household crime</td>
<td>18%</td>
<td>18%</td>
<td>Change not statistically significant</td>
</tr>
<tr>
<td>5a Domestic burglary rate(^1)</td>
<td>14.4</td>
<td>13.5</td>
<td>6.5% reduction</td>
</tr>
<tr>
<td>5b Violent crime rate (excluding harassment PNDs)(^2,3)</td>
<td>22.1</td>
<td>21.8</td>
<td>1.3% reduction</td>
</tr>
<tr>
<td>Violent crime rate(^2)</td>
<td>22.6</td>
<td>23.0</td>
<td>1.6% increase</td>
</tr>
<tr>
<td>5c Robbery rate(^2)</td>
<td>1.7</td>
<td>1.9</td>
<td>8.2% increase</td>
</tr>
<tr>
<td>5d Vehicle crime rate(^2)</td>
<td>14.0</td>
<td>13.6</td>
<td>3.0% reduction</td>
</tr>
<tr>
<td>5e Life-threatening and gun crime rate(^2)</td>
<td>0.61</td>
<td>0.58</td>
<td>3.6% reduction</td>
</tr>
</tbody>
</table>

\(^1\) Rate per 1,000 households.
\(^2\) Rate per 1,000 population.
\(^3\) Excludes offences which by definition are not violent. Force assessments made on this basis.
**Police Performance Assessments 2005/06**

**Annex A: National Performance Indicator Data**

### Investigating Crime

<table>
<thead>
<tr>
<th>National average</th>
<th>Change from 2004/05 to 2005/06</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>6a Offences brought to justice</strong></td>
<td>1.15m</td>
</tr>
<tr>
<td><strong>6b Offences brought to justice rate</strong></td>
<td>20.7%</td>
</tr>
<tr>
<td><strong>7a Overall sanction detection rate</strong></td>
<td>20.5%</td>
</tr>
<tr>
<td><strong>8a Domestic violence arrest rate(^4)</strong></td>
<td>23.2%</td>
</tr>
</tbody>
</table>

\(^4\) Definition and data changed significantly as a result of the Serious Organised Crime and Police Act 2005. New definition applied to both 2004/05 and 2005/06 data for comparison.

### Promoting Safety

<table>
<thead>
<tr>
<th>National average</th>
<th>Change from 2004/05 to 2005/06</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>9a Road traffic safety (casualty rate)(^5)</strong></td>
<td>6.9</td>
</tr>
<tr>
<td><strong>10a-i Residents’ fear of crime – burglary</strong></td>
<td>12%</td>
</tr>
<tr>
<td><strong>10a-ii Residents’ fear of crime – car</strong></td>
<td>13%</td>
</tr>
<tr>
<td><strong>10a-iii Residents’ fear of crime – violent</strong></td>
<td>16%</td>
</tr>
<tr>
<td><strong>10b Perceptions of anti-social behaviour</strong></td>
<td>17%</td>
</tr>
<tr>
<td><strong>10c Perceptions of local drug use/dealing</strong></td>
<td>26%</td>
</tr>
</tbody>
</table>

\(^5\) Data available only for calendar years. Number of people killed or seriously injured in road traffic collisions per 100 million vehicle kilometres travelled.

### Providing Assistance

<table>
<thead>
<tr>
<th>National average</th>
<th>Change from 2004/05 to 2005/06</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>11a Front-line policing(^6)</strong></td>
<td>62.3%</td>
</tr>
</tbody>
</table>

\(^6\) Definition modified and applied to both 2004/05 and 2005/06 data for comparison. For further details see Annex B.
### Annex A: National Performance Indicator Data

<table>
<thead>
<tr>
<th>CITIZEN FOCUS</th>
<th>National average 2004/05</th>
<th>National average 2005/06</th>
<th>Change from 2004/05 to 2005/06</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a Satisfaction with making contact</td>
<td>87.9%</td>
<td>89.1%</td>
<td>1.2 point increase</td>
</tr>
<tr>
<td>1b Satisfaction with action taken</td>
<td>76.8%</td>
<td>77.9%</td>
<td>1.1 point increase</td>
</tr>
<tr>
<td>1c Satisfaction with progress updates</td>
<td>60.0%</td>
<td>61.6%</td>
<td>1.6 point increase</td>
</tr>
<tr>
<td>1d Satisfaction with treatment by staff</td>
<td>88.3%</td>
<td>89.5%</td>
<td>1.2 point increase</td>
</tr>
<tr>
<td>1e Satisfaction with overall service</td>
<td>78.4%</td>
<td>79.8%</td>
<td>1.4 point increase</td>
</tr>
<tr>
<td>3a Satisfaction of victims of racism</td>
<td>71.2%</td>
<td>74.5%</td>
<td>3.3 point increase</td>
</tr>
<tr>
<td>3b Comparative satisfaction of minority ethnic groups</td>
<td>72.5%/ 77.6%</td>
<td>75.0%/ 78.7%</td>
<td>Disparity narrowed by 1.4 points</td>
</tr>
<tr>
<td>3c Parity of arrests arising from stop and search between ethnic groups</td>
<td>12.0%/ 11.3%</td>
<td>13.1%/ 11.5%</td>
<td>Disparity widened by 0.9 points</td>
</tr>
<tr>
<td>3d Parity of detections for violent crime between ethnic groups</td>
<td>26.0%/ 34.9%</td>
<td>28.5%/ 38.1%</td>
<td>Disparity widened by 0.7 points</td>
</tr>
</tbody>
</table>

---

7 Satisfaction of minority ethnic/white users with the overall service provided, racist incidents included.

8 Percentage of stop-searches leading to arrest for minority ethnic/white persons.

9 Percentage of offences of violence against the person resulting in a sanction detection for minority ethnic/white victims.
### RESOURCE USE

<table>
<thead>
<tr>
<th></th>
<th>National average</th>
<th>Change from 2004/05 to 2005/06</th>
</tr>
</thead>
<tbody>
<tr>
<td>3e Minority ethnic officer recruitment(^{10})</td>
<td>5.0%/8.0%</td>
<td>5.6%/8.0%</td>
</tr>
<tr>
<td>3f Minority ethnic officer resignations(^{11})</td>
<td>3.0%/2.1%</td>
<td>2.4%/1.9%</td>
</tr>
<tr>
<td>3g Female officer representation</td>
<td>21.2%</td>
<td>22.3%</td>
</tr>
<tr>
<td>12a-i Delivery of total efficiency savings</td>
<td>3.2%</td>
<td>5.1%</td>
</tr>
<tr>
<td>12a-ii Delivery of cashable efficiency savings</td>
<td>1.1%</td>
<td>2.5%</td>
</tr>
<tr>
<td>13a Officer sick absence(^{12})</td>
<td>70.9</td>
<td>68.5</td>
</tr>
<tr>
<td>13b Staff sick absence(^{12})</td>
<td>72.6</td>
<td>71.6</td>
</tr>
</tbody>
</table>

\(^{10}\) Percentage of all police recruits from minority ethnic groups/percentage of people from minority ethnic groups in the economically active population.

\(^{11}\) Percentage of minority ethnic officers resigning/percentage of white officers resigning.

\(^{12}\) Average number of hours lost per annum to sickness for each person.

### LOCAL POLICING

<table>
<thead>
<tr>
<th></th>
<th>National average</th>
<th>Change from 2004/05 to 2005/06</th>
</tr>
</thead>
<tbody>
<tr>
<td>2a Residents’ perception of police performance</td>
<td>49%</td>
<td>50%</td>
</tr>
</tbody>
</table>
Annex B: Explanation of Terms

**Association of Chief Police Officers (ACPO)**
Representing the most senior police officers in England and Wales. Provided professional advice in the development of the assessment framework.

**Association of Police Authorities (APA)**
Organisation representing the 43 police authorities of England and Wales. Provided professional advice in the development of the assessment framework.

**Baseline assessments**
The set of assessments carried out by Her Majesty’s Inspectorate of Constabulary to provide advice to forces on their overall standards of professional service. Used as an integral part of the police performance assessment and published alongside this publication.

**Basic Command Unit/borough command unit (BCU)**
An operational unit within a police force which provides local policing. Often coterminous with Crime and Disorder Reduction Partnerships.

**British Crime Survey (BCS)**
An extensive public survey which provides details on the public experiences and perception of crime and criminality.

**Crime and Disorder Reduction Partnership (CDRP)**
The local multi-agency partnership which works together on such issues as crime and anti-social behaviour. Members include police, social services and education authorities. Also known as community safety partnerships.

**Front-Line Policing (FLP)**
The front-line policing measure gives the percentage of police officer time which is spent on a range of front-line duties and activities. The way this measure is calculated has changed this year to account for probationers’ contribution and to incorporate an alteration in the way sick absence is included. This change has been applied retrospectively to allow comparison with 2004/05.

**Her Majesty’s Inspectorate of Constabulary (HMIC)**
Professional advisers on policing to the Home Secretary. HMIC conducts the baseline assessments which are an integral part of the overall assessments, and provide advice and support on the development of other measures within the police assessment framework.
**Most similar forces**
Police forces are compared against their peers. The peer group for each force is called the ‘most similar force’ group. This recognises that police forces operate in different environments and it is reasonable to expect that performance will vary because of this.

Consequently, we compare forces which are similar to each other (peer comparison). This means that for each force a list of other forces that are the most similar to it have been identified. Peers are identified using a range of geographic, demographic and socio-economic information.

**National Community Safety Plan (NCSP)**
Includes the National Policing Plan, a statutory document which outlines key policing priorities and the statutory performance indicators to be included within policing assessments.

**National Crime Recording Standard (NCRS)**
An agreed method of recording and documenting crimes, so that crime rates can be accurately calculated and properly compared between forces.

**Offences Brought to Justice (OBTJ)**
A method of categorising ‘judicial outcomes’ – a person charged or summoned was convicted at court; or an offender was cautioned, given a reprimand or a final warning; or an offender admitted a crime and asked for it to be taken into consideration at court; or a penalty notice for disorder was issued. Formal warnings for possession of cannabis are also included (see also **Sanction detections**).

**Penalty Notices for Disorder (PNDs)**
Penalty Notices for Disorder are issued for offences such as throwing fireworks or being drunk and disorderly. PNDs can be issued by the police, and in a limited capacity by community support officers and other accredited persons. PNDs were provided for by the Criminal Justice System and Police Act 2001, to tackle low-level anti-social behaviour and to reduce police bureaucracy in dealing with these types of crimes. They can also be issued for behaviour which causes harassment, alarm or distress, but not in cases where (i) the nature of the offence is too serious and/or involves any aggravating circumstances, or (ii) where there has been any injury to any person or realistic threat or risk of injury to any person.
**Performance areas**

Policing responsibilities are divided into seven performance areas, or ‘domains’. This breakdown provides a useful way of describing performance, since each domain focuses on key outcomes of policing.

- **Reducing Crime**: This performance area focuses on the level of crime reported to the police directly and by the British Crime Survey (BCS).
- **Investigating Crime**: This performance area focuses on how crime is investigated reactively (e.g., robbery) and proactively (e.g., undercover work).
- **Promoting Safety**: This performance area focuses on policing activity not linked directly to crime (e.g., reducing anti-social behaviour).
- **Providing Assistance**: This performance area focuses on general policing and responding to requests for support (e.g., front-line policing).
- **Citizen Focus**: This performance area focuses on satisfaction and confidence in policing, fairness and equality plus community engagement.
- **Resource Use**: This performance area focuses on how a force manages itself as an organisation and the resources it has at its disposal.
- **Local Policing**: For 2005/06 this assessment focuses on public confidence and neighbourhood policing.

Assessments in all these areas are based on a combination of data and professional judgement (see **Baseline assessments**).

**Police Community Support Officers (PCSOs)**

Provide a high-visibility, patrolling role and complement the work of police officers. They focus on tackling lower-level crime, disorder and anti-social behaviour, providing reassurance to the communities they serve.

**Police and Crime Standards Directorate (PCSD)**

As of March 2006, the Police Standards Unit (set up by the Home Secretary in 2001) has merged with those other units within the Home Office with responsibility for crime and drugs to form the Police and Crime Standards Directorate, a unified body responsible for monitoring police, crime and drugs and engaging with forces and partners to deliver good practice.
Policing Performance Assessment Framework (PPAF)
The overarching performance framework for policing developed by the Police and Crime Standards Directorate with support from HMIC, the APA and ACPO.

Priority components
Some components from the National Policing Plan 2005–08 have been given ‘priority’ status to reflect the five key national priorities. These components are:

(i) SPI 1e: Satisfaction with overall service – Citizen Focus
(ii) SPI 10b: Perceptions of anti-social behaviour – Promoting Safety
(iii) HMIC baseline: Reducing volume crime – Reducing Crime
(iv) HMIC baseline: Tackling serious and organised criminality – Investigating Crime
(v) SPI 7a: Overall sanction detection rate – Investigating Crime

Protective services
This term refers to those elements of policing which deal with criminality across geographical policing boundaries, either in terms of force areas or basic command unit areas. Sometimes referred to as ‘level 2 crime’, it includes – for example – terrorism and extremism, critical incident management and major crimes such as homicide. It does not include organised crime or terrorism operating at a national or international level.

Research, Development and Statistics Directorate (RDS)
(of the Home Office)
Collates and provides statistical data for the assessments. Responsible for running the British Crime Survey.

Sanction detections
A key step towards bringing an offence to justice, where a person was charged or summonsed; or an offender was cautioned, given a reprimand or a final warning; or an offender admitted a crime and asked for it to be taken into consideration at court; or a penalty notice for disorder was issued. Formal warnings for possession of cannabis are also included (see also Offences brought to justice).

Statutory performance indicator (SPI)
(Formerly Policing Best Value (PBV) indicator and Best Value Performance Indicator (BVPI).) Statutory performance indicators are used to monitor key aspects of police performance and form a critical component of performance assessments. They are set each year following consultation with partners, in line with powers under the Local Government Act 1999.
Information relating to the Police Performance Assessments 2005/06 is available at http://police.homeoffice.gov.uk/performance

The online version of the Police Performance Assessments allows users to view:

- the assessments for each force in the seven key areas of policing;
- the data which underpins these force assessments;
- the performance between peers;
- the national data; and
- technical documents on the methods for analysis and assessment.

Information from last year’s assessments is also available.

The Association of Chief Police Officers (ACPO) is an independent, professionally led strategic body whose members include the most senior police officers and staff in England, Wales and Northern Ireland. In the public interest, and in equal and active partnership with government and the Association of Police Authorities, ACPO leads and coordinates the direction and development of the police service in England, Wales and Northern Ireland. In times of national need ACPO, on behalf of all chief officers, coordinates the strategic policing response. www.acpo.police.uk

The Association of Police Authorities (APA) represents all police authorities in England, Wales and Northern Ireland, both on the national stage and locally. The APA influences national policy on policing and supports police authorities locally in their important role. Police authorities set the strategic direction for the force and hold the chief constable to account on behalf of the local community, to ensure that local police operate efficiently and effectively. Police authority members include local councillors, magistrates from the local area, and independent members. www.apa.police.uk

Her Majesty’s Inspectorate of Constabulary (HMIC) covers England, Wales and Northern Ireland. Her Majesty’s inspectors of constabulary (HMIs) are charged with examining and improving the efficiency of the police service, and are appointed by the Crown on the recommendation of the Home Secretary. They report to Her Majesty’s Chief Inspector of Constabulary (HMCIC), who is the Home Secretary’s principal professional policing adviser. The HMCIC is independent both of the Home Office and of the police service. www.inspectorates.homeoffice.gov.uk/hmic/

Within the Home Office, the Police and Crime Standards Directorate (PCSD) is responsible for providing the single source of performance analysis to support the delivery of priorities relating to policing, crime community safety and drugs. It also provides co-ordinated support for engaging with police forces and other policing partners to deliver good practice. PCSD, along with HMIC, is responsible for publishing the Police Performance Assessments 2005/06. www.homeoffice.gov.uk
Police Performance Assessments 2005/06

Produced by CDI on behalf of the Home Office. October 2006. Ref: 276298