

***LEICESTERSHIRE POLICE
AUTHORITY***

***ANNUAL REPORT
2009/10***

This Annual Report is issued pursuant to section 9 of the Police Act 1996.

	Assertion in Local Policing Plan 2009/10	Achieved Y or N	Comment on extent to which achieved in April 2009 to March 2010
1	Reduce Serious Acquisitive Crime rate by 3% (PSA 23).	Yes	End of year figure shows Serious Acquisitive Crime rate is down by 11.6% - target met. - Target Achieved.
2	Attain target of Serious Sexual and Serious Acquisitive Crime brought to justice (Sanction detection rate 16% with 20% for rape offences).	No	<p>Serious Acquisitive Crime sanction detection rate at end of year was 15.5% - For Serious Sexual Crime the sanction detection rate for rape was 18.2%. Both targets have not been met.</p> <p>For the period April 2009 – March 2010 the Sanction detection rate for serious acquisitive crime (SAC), SPI 6.2, was 15.5%. Although the force did not meet the 16% SAC detection target, force performance at the end of 2008/2009 was 14.8%.</p> <p>The sanctioned diction rate for rape target was not met by 6 detections. The new SIGNAL team is now in place and providing a specialised service for all rape cases.</p>
3	Attain sanction detections rate for crimes flagged as 'hate crimes' (45%).	Yes	End of year figure 48.6% - Target Achieved.
4	Introduce and develop the infrastructure and processes for the Streamlined Process and roll it out through the Magistrates Courts.	Yes	The Force was signed off in relation to Streamlined Process on 1 st March 2010. The National Team produced an Action Plan highlighting certain areas for improvement. These have subsequently been addressed and Streamlined Process is now fully embedded. Compliance is being monitored on a regular basis through the Criminal Justice Apex Report - Target Achieved.

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5	Develop the additional pre-court disposals including conditional cautions and restorative justice.	Yes	<p>The changes to the process have now been introduced.</p> <p>The number of Conditional Cautions is being monitored through the Criminal Justice Apex Report on a monthly basis</p> <p>– Target Achieved.</p>
6	Develop community justice through liaison with LCJB.		<p>The Force is now delivering justice outcomes to targeted communities based on a risk assessed process on the City BCU. The County BCU will roll out by the end of April 2010.</p> <p>Community concerns and non-judicial disposal communication is the second phase and will be rolled out in line with new IT systems.</p> <p>By the end of April 2010, the publication of sentencing outcomes will be fully live on the Local Criminal Justice Board (LCJB) website.</p>
7	Implement the standards of the witness charter.		<p>As agreed by the Chief Constable in January 2009 compliance with Standard 7 of the Witness Charter (i.e. witnesses being kept updated on progress during the investigation) is undertaken at critical points in the investigation rather than every 28 days. However all witnesses are updated by the Witness Care Units within 24 hours of charge (with the exception of remand cases). After charge, witnesses are again updated with all significant events and at the conclusion of the case.</p>
8	Through the Drugs Intervention Programme project continue to support the Leicester City, Leicestershire and Rutland DRUG & ALCOHOL ACTION TEAM.	Yes	<p>DIP project now realigned to Criminal Justice. Funding arrangements from the Home Office now secured for 2010/11 and we have put in place good governance structures to ensure local delivery of Drugs Intervention Programme. New working practices to be introduced across the Force Area as a result of the recommendations from the revised Drugs Intervention Programme operational model.</p> <p>- Target Achieved.</p>

9	Continue to support Multi Agency Prolific and Priority offender Management. (MAPPOM).	Yes	<p>Prolific Priority Offender's. (MAPPOM) Ops group is now the main vehicle which drives Prolific Priority Offender's (PPO) operational performance and delivery.</p> <p>Work is on-going to review and refresh working practices to increasing capacity and turnover of PPO's.</p> <p>In 2010/11 we will ensure the MAPPOM unit is more flexible and robust and focuses on those offenders causing the most harm to local communities.</p> <p>Selection criteria will be based around threat, risk and harm principles.</p> <p>- Target Achieved.</p>
10	Benchmark number of convictions recorded against prolific and other priority offenders (joint agency target).	Yes	<p>As of April 2010 (12 month reporting period) we are showing a reduction of 44 convictions recorded against prolific and other priority offenders which equates to 54% of recordable offence and on the way to achieving the agreed target of 40%.</p> <p>- Target Achieved.</p>
11	Work with OCJR and YOS to implement a simple, lean and efficient HIGH RISK YOUNG Offender (HRYO) programme.	Yes	<p>High Risk Young Offender (HRYO) programme now established across City/County.</p> <p>Leicester Criminal Justice Board (LCJB) will continue to oversee governance and performance.</p> <p>Priority Prolific Offenders (PPO) Operations group will ensure local delivery of programme.</p> <p>- Target Achieved.</p>

12	Complete custody suites upgrades in line with the national 'Safer Detention Guidelines'.		<p>The tendering process for Beaumont Leys (CB) is on-going and modernisation work is likely to start in May 2010. Loughborough (NL) will follow and all work completed December 2010.</p> <p>The upgrade work in line with National Safer Detention Guidelines (NSDG) has been approved by the Police Authority and the Force is in the process of receiving tenders. Work will commence May 2010 and anticipate December 2010.</p>
13	Work with partners to build upon the implementation of CJSSS and to obtain the maximum business benefits with a focus on victims and witnesses.	Yes	<p>Criminal Justice, Simple, Speedy, Summary (CJSSS) and Streamlined process are now fully embedded within the Force.</p> <p>- Target Achieved.</p>

14	Continue to work with partners to support the specialist domestic violence court.	Yes	<p>Both courts are currently establishing baseline year data, however the end of year position for both Specialist Domestic Violence Court (SDVC) is positive as follows:</p> <p>Loughborough SDVC</p> <p>Loughborough has held 51 SDVC's this year with 122 cases completed in the first three quarters and 11 yet to be finalised. In general there is an average of 6 cases per sitting. Loughborough is now at the stage of business as usual.</p> <p>It continues to work well and process errors are an exception. The end of year Evaluation has been completed and presented to the Project Board.</p> <p>Leicester SDVC</p> <p>Leicester has held 48 SDVC's to date with 331 cases completed in the first three quarters and 96 yet to be finalised. The amount of cases through the Court continues to increase with an average of approximately 12 cases per week.</p> <p>The difference between the two SDVC's remains the higher amount of cases through the court at Leicester.</p> <ul style="list-style-type: none"> - Target Achieved
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15	Implement and embed Multi Agency Risk Assessment Conferences (MARACS) for victims at the highest risk of domestic violence.	Yes	<p>Multi Agency Risk Assessment Conferences (MARAC) is well embedded as an essential part of the CCR model, with strong links and into existing structures and governance. The end of year figures are positive, within target, and as follows:</p> <ol style="list-style-type: none"> 1) 18% repeat victimisation rate for Leicester, Leicestershire and Rutland (LLR), further break down shows City at 23% and County and Rutland at 6%. The split to a separate County and Rutland meeting in 2010/11 will seek to address the variance in referral and repeat rates. 2) 311 Very High Risk (VHR) cases with 432 children between them were reviewed between April 09 and Mar 10, an increase of 98 cases or just under 50% on last years total. 3) Alongside the increase in cases, the percentage of cases <u>not</u> able to be reviewed due to capacity issues was 6%, a drop of 18% from 2008/9. 4) Probation Service have agreed to provided a second chair and private space funding to engage a second coordinator will provide resilience to the process in 2010/11. 5) A self assessment in relation to the forthcoming national inspection shows us well placed in 8 of the 10 key areas. Work is now required to increase IDVA provision to allow access to more victims. <p>- Target Achieved</p>
16	Achieve a 3% reduction in assault with less serious injury.	Yes	<p>End of year figure shows this is down by 11.2% compared with last year</p> <p>- Target Achieved.</p>

17	Further develop the alignment of consultation and engagement with area and CDRP strategic assessments, priority setting and targeted joint action.	Yes	Update incorporated with objective 27. - Target Achieved.
18	Devise and publish a joint strategic assessment with our partners on the Leicestershire Online Research Atlas (LSORA) website for Leicester, Leicestershire and Rutland.	Yes	The joint Partnership Strategic Assessment terms of reference has now been endorsed by the Strategic Research Group. A project team has also been established and it is anticipated the document will be published in the Autumn. - Target Achieved
19	Develop an interagency Community Safety Bureau on each BCU.	Yes	Each Basic Command Unit has an ICSB in place. At the December 2009 Community Safety Partnership Board (CSPB) partnership meeting funding was agreed for a further 6 months up to September 2010. - Target Achieved
20	Standardise the analytical service provided to create problem profiles.	Yes	Standard template and standardised processes for creating problem profiles have been implemented. - Target Achieved
21	Be responsive to changes in demographics particularly with regards to emerging communities.	Yes	The Force monitors demographic changes through a sub group of the New Arrivals Strategy Group (NASG) formulating multi-agency response to new communities. We are also working with newly appointed City Council Hate Crime Officer to ensure contact is made with new communities - Target Achieved

22	Develop a partnership capability to plan and respond to the counterterrorism Prevent Partnership.	Yes	<p>Work is being currently being conducted to refresh the data contained with the Counter Terrorism Local Profiles (CTLP's) and ensure there is enhanced readership. New referral lines into the Force are being developed to ensure consistency and sustainability into a single point of entry (Tasking Directorate). Full report due June 2010.</p> <p>Further liaison has been established with the Regional Community Contact Unit and their attendance at Regional Overt Tasking meeting has been secured.</p> <p>– Target Achieved.</p>
23	Develop soft intelligence and refine processes to identify those vulnerable to violent extremism.	Yes	<p>Links to 22- Utilising soft intelligence those identified as suitable for intervention are referred to the Channel Project, where a multi agency approach addressed the needs of the individual.</p> <p>- Target Achieved.</p>
24	Draw together available data to assist the development of joint tactical and strategic assessments to aid business planning, commissioning and resource deployment.	Yes	<p>We have standardised processes for joint tasking and coordinating groups and strategic assessments.</p> <p>Work is still progressing to improve the content of Joint Action Groups Tactical Assessments. There is some development work to be done around aligning Community Safety Partnerships and Joint Action Groups tactical assessments.</p> <p>-Target Achieved.</p>
25	Support the development of a joint performance regime incorporating confidence and survey measurements across the sub region and LCJB.	Yes	<p>A joint performance regime has been developed and was presented in March.</p> <p>- Target Achieved</p>

26	Develop a joint customer insight understanding, drawing together data, customer mapping and call back information to obtain a rounded view of customers and citizens expectation and experience linked to dissatisfaction across the partnership.	Yes	<p>This is a core function of Service Improvement Unit and many linked activities have are taking place to ensure that effective learning from surveys is fed back into the organisation.</p> <p>- Target Achieved</p>
27	Support the development of a joint/ co-ordinated consultation and engagement regime linked with analysis and local priority setting.	Yes	<p>As of March 3rd 2010 9,571 consultation surveys have been completed and neighbourhood priorities continue to be informed through analysis of the results. Paper being submitted to the March Safe and Confident Communities Board (SCCB) to inform Senior Management Teams where usage is not fully embedded. Results available to share with Police Authority to assist in setting local objectives.</p> <p>Paper also submitted to the SCCB making recommendations to form an internal Police and Police Authority consultation sub group to ensure that consultation is coordinated and the results are used to best effect.</p> <p>Introduced and has been embedded, work continues to reality check.</p> <p>- Target Achieved.</p>
28	Provide an environmental scanning role at national and local level to assist in identifying best practice and commissioning research activity.	Yes	<p>Monthly report published on the internal internet and emerging issues reported to relevant strategic Programme Board.</p> <p>- Target Achieved</p>

29	Work with partners to establish timely access to alcohol support forums for offenders with alcohol dependency.		<p>Work has been undertaken with University Hospitals Leicester (UHL) around specialist accident and emergency nurses and establishing effective treatment pathways for those harmful and hazardous drinkers within the primary care system. A locally enhanced service (LES) is commissioned across Leicestershire, Leicester and Rutland (LLR) to monitor identifies and treats early signs of dependant drinking. These activities are commissioned by both city and county Primary Care Trusts and will be brought further on stream in to 2010/11. It is also envisaged with the assistance of the City Basic Command Unit and City Primary Care Trust that the best elements of the Cardiff violence reduction model linking into better licensing enforcement will be started within the city and templated into the county.</p>
30	To achieve the national target of a 40% reduction of the number of people killed or seriously injured.		<p>The casualty targets are conducted over a 10 year period. The current targets conclude on 31/12/10. The Road Safety Partnership is working to reduce persons killed and seriously injured from 577 to 346. At the end of 2009 the actual figure stood at 380, meaning a further reduction of 34 this year to meet the target. Initial quarter data does not indicate if the target will be reached.</p> <p>Substantial work is taking place in an endeavour to make the roads safe and to meet this target, some of which is detailed below.</p> <p>The Road Safety Unit plays an important role within the Casualty Reduction Strategy. The unit manages the static and mobile camera safety sites across the Force area and mobile vans also visit sites of community concern. This action is impacting upon overall speeds across the Force area, which in turn is helping to reduce the casualty rate. Action by the mobile camera vans is now being carried out over a weekly period concentrating on a particular area of the Force. This has increased the amount of speed enforcement carried out within our communities.</p> <p>Through the Road Safety Unit and the Partnership drivers are offered a road safety course as an alternative to prosecution. Speed Awareness Courses have proved most successful and popular for drivers speeding at the lower end of the threshold. Recently drivers caught on camera travelling against a red light, again at the lower end of the time threshold, are offered a similar input as an alternative to prosecution. This has proved to be a popular and useful road safety initiative.</p>

31	To achieve the national target of a 50% reduction of the number of children killed or seriously injured.	Yes	<p>The reduction target for Child Killed and Seriously injured has been met with a reduction from 72 to 36. This has been achieved through a variety of measures some of which are detailed below.</p> <p>The Force held its third Road Safety Open Day at Force Headquarters on 25th February 2010, which was very well attended by our Neighbourhood Teams. Members of the Partnership put on a range of displays covering a variety of road safety topics including speed, cycle and school safety. The Road Policing Unit (RPU) has a DVD that they show alongside an interactive session in schools to educate children on the dangers of the road as a pedestrian, a passenger and as a young driver.</p> <p>We contribute to Child Death Overview Panel, a multi-agency panel, established to reduce the number of child deaths in Leicester, Leicestershire and Rutland.</p> <p>- Target Achieved</p>
32	To achieve the national target of a 10% reduction of the number of casualties sustaining slight injuries.	Yes	<p>For the period April 2009 – March 2010 there were 3,331 people slightly injured in road traffic collisions. The relative target for the whole year was 3,922 casualties so the target reduction was met.</p> <p>-Target Achieved.</p>
33	Fully embed the Operation Department Intelligence Unit & iR3 technology to improve direct patrol.	Yes	<p>Staff are deploying in conjunction with Force tasking (Force tasking chaired by Assistant Chief Constable) and as reflected on Taskmaster. Evidence of the deployments is provided by a recent assessment of Waymarker activity by Operations Department (Ops) Support staff, with positive outcomes.</p> <p>Ops taskings are undertaken in conjunction with iR3 technology, with good examples from the South area of incorporating their use into deployment of Ops resources where they are most needed.</p> <p>-Target Achieved.</p>

34	To undertake at least two Crime Operations either locally or conjunction with region partners.	Yes	<p>Examples of achievement included; Operation Utah, Operation Yacht and Operations Consequence Yacht undertaken.</p> <p>Utah completed several times already at various locations in conjunction with other partners (i.e. Trading Standards).</p> <p>Operation Consequence Yacht (25/11/09) and Operation Consequence Eagle (27/01/10) fully utilised resources from across Leicestershire, Leicester and Rutland, together with adjoining forces. These utilised ANPR capability alongside National Intelligence Model (NIM) tasking to identify key areas for activity. The latter operation yielded excellent intelligence together with 25 prisoners for a variety of offences. Three prisoners were detained for the recent theft of a £30,000 speed boat, which was returned to its owner shortly after the theft.</p> <p>- Target achieved.</p>
35	To ensure interoperability between Regional forces in relation to Police Pursuits and serious collision scene investigation.	Yes	<p>Ops Support Staff are deploying in conjunction with Force tasking (Force tasking chaired by Assistant Chief Constable ACC) and as reflected on Taskmaster. Evidence of the deployments is provided by a recent assessment of Waymarker activity by Ops Support staff, with positive outcomes.</p> <p>Communications enhanced by use of Internal Op Airwave channels, tested and exercised during recent Operation Consequence Yacht.</p> <p>Tactical Pursuit and Containment (TPAC) training is undertaken in accordance with national guidelines and the Serious Collision Investigation Unit (SCIU) has provided support to regional colleagues. Interoperability work continues in conjunction with the sub-regional collaboration programme.</p> <p>- Target Achieved.</p>
36.	Improve the percentage of victims that are satisfied with the overall service provided by the police (PSA 24. Target of 86%)	Yes	<p>End of year figure stands at 87.1%</p> <p>- Target Achieved.</p>

37	Improve the percentage of satisfaction of victims of racial incidents with the overall service provided by the police (target of 82%).	Yes	End of year figure is 82.6% therefore target has been met. - Target Achieved
38	To attain the target (50.3%) of people who agree that the police and local councils are dealing with ASB and crime issues that matter in their area (PSA 23) (to achieve 58.7% by 2012) .	No	The British Crime Survey data released in April 2010 shows we had reduced to 48% from 50.1 below the target of 58.7 for 2012. Leicestershire has moved from 23 rd nationally to 24 th . 21 forces increased up and 21 reduced down. We maintained our position of 3 rd out of 8 for our Most Similar Forces Grouping (MSG). As predicted from local CRAVE surveying work in the low confidence areas has already commenced to understand reasons and improve perceptions. It is hoped to see movement in the monthly CRAVE surveying in the 1st quarter of the financial year.
39	Increase the percentage of victims that are satisfied with the overall service provided by the police.	Yes	In the twelve months ending March 10 the levels of satisfaction of victims of crime increased by 3.8% to 87.1% - Target Achieved
40	To embed the POLICING PLEDGE.	Yes	The HMIC visit on 22 nd March 2010 signed off all the areas for improvement and there remains only 13 specific work in progress areas (WIPs). The Pledge is now well embedded within the organisation. However, the remaining WIPs plus a total review of our response to the introduction of The Pledge is to be conducted under the Pledge Embedding Group. This is being coordinated alongside work streams dealing with the development of neighbourhood policing and ASB. - Target Achieved

41	Increase overall satisfaction with the effectiveness of the criminal justice system (joint agency target).	Yes	<p>Leicestershire & Rutland are one of the top performing areas in the country in relation to the percentage of local residents who believe the CJS is effective. Leicestershire & Rutland are ranked 4th nationally out of 42 and is 4% above the national average (40%), We are rated as best in the Most Similar Grouping(MSG) of the 8 police force areas and are 7% ahead of the MSG average (37%). There continues to be a steady increase.</p> <p>- Target Achieved.</p>
42	Increase in satisfaction with the fairness of the criminal justice system (joint agency target).	No	<p>The percentage of local Leicestershire & Rutland residents who believe the CJS is fair is currently 60%.</p> <p>This is a decrease on last year.</p> <p>This is locally a declining trend which remains just above a static Most Similar Grouping (MSG) and national average of 57% and 59% respectively. Leicestershire & Rutland are ranked 2nd in the MSG and nationally sit in 13th place out of 42.</p> <ol style="list-style-type: none"> 1) The LCJB are addressing this issue through their Delivery Plan for 2010-11. Within the Plan initiatives such as Community Justice, Community Prosecutors, publicising justice outcomes, IOM, Community Payback and Community Cash Back are all aimed at improving satisfaction with the fairness of the CJS. 2) The LCJB also have a cross agency Confidence Improvement Board which brings together key CJS and Community Safety partners to review trends and patterns that affect confidence together with a Communication and Engagement Strategy/Action Plan.
43	Enhance survey monitoring to include victims of 'local crime'.	Yes	<p>Local surveying is still taking place and forms part of the broader understanding of service delivery.</p> <p>- Target Achieved</p>

44	Work towards developing an e-services communication plan.		<p>It is anticipated that the discussions have been held with internal stakeholders and the existing website provider in order to identify a way forward which will provide on line functionality within the existing website. (Development continues to be dependent upon the capacity of the force to provide Information Security guidance and support around proposed solutions).</p> <p>A Frequently Asked Questions application (Ask the Police) powered by the PNLD (Police National Legal Database) is now ready for inclusion on Force websites. Thames Valley Police are trialling the application and following this the suitability for the Leicestershire website will be assessed.</p> <p>The Force has a number of key IT change programmes that are being initiated on a prioritisation basis aligned alongside the significant savings agenda. This has impacted on the project. However it is in the IT capital programme and work will commence in 2010/11.</p>
45	To review and implement further leadership training in light of Flanagan recommendations to reduce bureaucracy and maintain confidence and satisfaction.	Yes	<p>Following the completion of the series of Quality People - Building confidence workshops the Leadership Development programmes for recently appointed police sergeants, inspectors and first and second line staff managers will continue to incorporate the confidence and satisfaction agenda.</p> <p>Within the city a further 48 workshops have been run for 571 officers and staff.</p> <p>- Target Achieved.</p>
46	To take forward the findings of the cultural audit to influence our policies, practices and procedures.	Yes	<p>The rewritten procedure for Producing, Reviewing and Amending Policies and Procedures is bedding in; the new Legislative Compliance Pack is facilitating cross-departmental working, and consideration of the bureaucratic impact on front line officers.</p> <p>- Target Achieved.</p>

47	To evaluate and take forward the accrued learning of the Flanagan fieldwork as appropriate.	Yes	<p>18 Month review of use of Restorative Justice (RJ) submitted to COG with recommendations on future improvement and application of learning. The Constabulary is also part of national working group to oversee the roll-out of Flanagan learning.</p> <p>Bureaucracy part of Policing White Paper reviewed as part of Business Change review for 2010/11.</p> <p>-Target Achieved.</p>
48	Continuously review our policies, procedures and practices to ensure that confidence and satisfaction is maximised to its full potential.	Yes	<p>The rewritten procedure for Producing, Reviewing and Amending Policies and Procedures and the new legislative compliance pack are bedding in, and steps are being proposed to widen scrutiny of documentation beyond Force Policy and Procedure (i.e. a structured review of documents held on departmental websites)</p> <p>Systems in place to satisfy legal standards for policy review and amending where appropriate.</p> <p>- Target Achieved.</p>
49a	Maintain a minimum of one dedicated police officer and one PCSO per neighbourhood.	Yes	<p>As of March 2010 – Principle Beat Officers (PBO's) numbers are 201 and Police Community Support Officers (PCSO's) 233 which are both after tier 1 abstractions. These are above the targets set. HR now also maintains a monthly neighbourhood officer turnover performance report on the MIG in line with the Pledge requirement for maintaining visibility and accessibility. This is rolled over to be a Local Objective for 2010/11</p> <p>-Target Achieved.</p>
49b	Maintain current establishment of dedicated police officer and PCSOs per neighbourhood and backfill, within 28 days, any vacancies which may occur.	Yes	<p>Establishments directly monitored through Performance Deliver Group (PDG) and commitment given to maintain neighbourhood team numbers. HR establishment produce a monthly overview chart of current turnaround of neighbourhood officers in line with the commitments of the Pledge 'staff turnover will be minimised'</p> <p>-Target Achieved.</p>

50	Through the performance regime we will ensure the long term sustainability of neighbourhood policing continues.	Yes	<p>As part of our commitment to the Policing Pledge we are committed to maintaining neighbourhood officers. The Force maintained strict abstraction policies to ensure Neighbourhood Policing Teams (NPTs) remain on their neighbourhood 95% of the time. This target is subject to regular review by Performance Delivery Group (PDG) and is also monitored as part of Policing Pledge framework which reports to Safer Neighbourhood Board. We are currently maintaining our 5% abstraction, No change and a renewed focus will be placed upon this in light of the new Safe and Confident Neighbourhoods Strategy.</p> <p>-Target Achieved.</p>
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51	Further develop the alignment of special constabulary officers within neighbourhood teams.	Yes	<p>The number of Student Officers recruited to the Special Constabulary during the course of this year has slightly exceeded an expectation which has led to a healthy establishment position whereby the target level of 230 has been achieved. Since the new Specials training regime commenced, somewhere in the region of 130 Officers have been placed within the Neighbourhood Beat mentoring system.</p> <p>The Special Constabulary remains committed to fully supporting front line policing and continues to offer in the region of 48,000 duty hours per year.</p> <p>A great example of this commitment was evidenced in the National Specials' Weekend which took place on the 6th and 7th of February 2010.</p> <p>A Force Operation was planned which mainly involved Specials crewing with Regular Officers based within the Force Operations Support Department i.e. the Road Policing Unit, the Armed Response Vehicle, Tactical Support Group and Dog Section. Ninety individual shifts were completed by members of the Special Constabulary which equated to 790 duty hours with the Regulars adding a further 800 hours to the highly successful operation which has been recognised and is being put forward at a regional/national level as best practice".</p> <p>- Target Achieved.</p>
52	Further develop the recruitment of community volunteers to assist our neighbourhood teams.	Yes	<p>The Police Service Volunteer (PSV) programme continues to develop as outlined previously.</p> <p>A paper is being taken to COG on the 19th May in respect of further development of the programme.</p> <p>There are now 145 volunteers in the programme, some are newly recruited and some are replacements for volunteers who have left, the overall number has risen slightly. Current recruitment is not active in this field whilst the saving team work scopes the Force restructure.</p> <p>- Target Achieved.</p>

53	Further develop the effective use of KINs and the use of Voice Connect (VC Relay).	Yes	<p>The Force has been exploring alternative options to better manage our existing KIN network whilst continuing to increase the volume of members and the ease with which we are able to communicate with them. In April 2010, following a formal business case, our Chief Officers agreed to replace our existing communication database with a new more sophisticated one. The new system will allow new and existing members to self register and self manage their personal details and select how, when and what they wish to be contacted about. It will allow Police users to target whom and where information is sent to and will enhance performance management information. The system is currently being developed in conjunction with the supplier and will be rolled out later this year (2010).</p> <p>- Target Achieved</p>
54	Extend the street pastor scheme.	Yes	<p>There are now 7 schemes fully up and running in the regions of Loughborough, Market Harborough, Westcotes, Blaby, Melton, Hinckley, and the City Centre. A further two schemes are due to launch soon in Lutterworth and Ashby. There have now been 3 bi monthly meetings of a Street Pastor coordination group and economies of scale have been achieved through joint procurement. The group are currently working on joint publicity and joint data collection with a view to increasing membership.</p> <p>The Lutterworth scheme has now decided to join the Market Harborough Scheme and the Barwell/ Earl Shilton scheme is awaiting sign off from the governing Trust. Once signed this will increase scheme numbers from 7 to 8, in addition we will have significantly expanded current membership.</p> <p>- Target Achieved.</p>

55	With our partners we will develop joint consultation and engagement processes to better understand the issues which matter most to our communities.	Yes	<p>In June 2009 the Force launched a standardised consultation questionnaire to survey local people about local priorities. This survey is now used by both the Police and Police Authority – over 6,000 surveys have been completed and it is available on the force website, MDT, Blackberry and in paper format.</p> <p>The principle that every engagement is a consultation opportunity. The results are centrally collated and mapped to provide a neighbourhood product which shows what, when and where there is a problem to inform priority setting and problem solving through joint activity driven through JAGs. Annually the results will inform strategic priority setting</p> <p>SRP – Strategic Research Partnership and a subgroup looks at the issue of joint consultation. The group drew together a calendar of activity for the following year in order to identify opportunities for collaboration.</p> <p>One such product has been the County Business Survey of which the Police were an active party. Potential opportunities for joint work have been identified and task and finish groups will be established.</p> <p>- Target Achieved.</p>
56	Enhance local feedback to communities on progress on tackling identified neighbourhood priorities.	Yes	<p>In addition to the previous updates a policy and guidance document has been written for using new media such as twitter and face book. It is proposed that the Force will increase the usage of new media where appropriate.</p> <p>As part of the LCJB action plan a task and finish group has been set up to look at providing justice outcomes. A city pilot is due to go live in April for the provision of magistrate's court results and these will be linked to NHP priorities.</p> <p>Neighbourhood Newsletters now published at neighbourhood level four times a year with local updates on local Neighbourhood priorities disturbed.</p> <p>- Target Achieved.</p>

57	With our partners we will explore opportunities to develop joint feedback to our communities.	Yes	See update at 55 -Target Achieved.
58	We will roll out a new neighbourhood policing section on the Force website to provide visitors with enhanced information about policing in their local area and how to get in touch and involved with their neighbourhood teams.	Yes	The Force NHP web pages were redesigned and relaunched on 1 st March 2009 and they comply clearly with the national requirements to provide 6 points of information re NHP and we have a postcode search facility which takes visitors directly to local NH information. The website has been subject to numerous independent reviews commissioned by NPIA and has been rated as one of the best in the country. Where there where areas for improvement these are being addressed or have been already. -Target Achieved
59	We will work with our neighbourhood teams to ensure they contribute to the success of the POLICING PLEDGE.	Yes	Work continues to ensure that activity in relation to The Pledge is coordinated with work streams dealing with the development of neighbourhood policing and ASB. This continues to be facilitated via the 'Safer Communities Project'. The Force received a Good rating for our Policing Pledge performance. - Target Achieved.
60	We will review our existing neighbourhood boundaries and where possible better align them to partnership working wards to enhance.	Yes	Our existing Neighbourhood boundaries in the City were aligned in Jan 2010. The City went live on Jan 2 nd . The changes to the North and South Neighbourhood boundaries have been delayed as a result of a significant programme of Strategic IT change. The head of IT is due to advise on when the changes can be accommodated in the strategic IT programme of work. This was ratified by ACC Yeadon at the Feb 2010 Safer and Confident Communities Board. -Target Achieved.

61	Increase the overall satisfaction with the contact had with CCJS by victims and witnesses of crime whose cases reach the point of an offender being charged (PSA 24) Benchmark 79%.	Yes	<p>The Key Messages sub-group will be publishing guidance on sentencing for use by Witness Care Officers when updating details to victims and witnesses. A new Force Victim and Witness information pack is also in the process of being created, the intention being to publish this on the Force Intranet in the first instance.</p> <p>The Victims and Witness Journey has been mapped and overlaid with satisfaction data highlighting areas for improvement,</p> <p>Based on the information obtained from the journey mapping exercise, focus groups with victims and witnesses are currently being arranged and will be facilitated by Victim Support.</p> <p>The overall satisfaction of victims and witnesses regarding the contact they have had with the CJS stands at 83%.</p> <p>- Target Achieved.</p>
62	Embed into the performance the new national misconduct and unsatisfactory performance procedures for police officers.	Yes	<p>The new procedures are embedding well with unsatisfactory performance procedures (UPP) being more widely used to tackle poor performance. It is recognised that this is an area of work that requires on-going marketing and reality checks as the new approach represents a cultural shift for all staff. PSD will continue to support the organisation in this through learning and development in 2010/11 organisational learning part of Strategic priorities for 2010/11.</p> <p>-Target Achieved.</p>
63	Develop Basic Command Unit (BCU) based POCA operational capability and capacity.	Yes	<p>All three BCU based financial investigation units in operation with allocated supervisors and staff. A few candidates still remain in the mentoring phase, but all areas are now more productive and working at identifying targets within the BCU, and assisting front line policing with the benefits of financial investigation</p> <p>-Target Achieved</p>

64	Recover £1.75 million of criminals' assets.	Yes	The target has been exceeded. National figures for the final year update will be released in the summer of 2010. End of year figure is £3,698,320 so target has been met and exceeded. -Target Achieved
65	Through collaboration develop high level witness protection procedures at Force and regional level.	Yes	Regional Association of Police Officers (ACPO) has agreed that the formation of a regional team led by Nottinghamshire Police. The policy has been ratified and is in place, staff are being recruited and procedures are in their final stages of approval. - Target Achieved.
66	Implement new procedures for the national ballistic intelligence system.	Yes	A force coordinator has been appointed and has been in post since October 2009. New procedures are in place and awaiting ratification. - Target Achieved.
67	Achieve 5% reduction in most serious violent crime.	Yes	Down by 32.1% - Target Achieved
68	Attain a 5% reduction in last year's benchmark for serious knife crime levels.	Yes	Period April 2009 – March 2010 knife crime down by 12.5% therefore reduction target has been met. - Target Achieved
69	Achieve 55% detection rate for offences brought to justice for serious violent crime (joint target with LCJB).	Yes	63% detection rate for offences brought to justice for serious violent crime. - Target Achieved

70	To ensure no increase on 08/09 on gun crime rate.	Yes	18.5% decrease - Target Achieved
71	Senior SIO's to achieve professional accreditation (NPIA) supported by PDR system.	Yes	There are 6 Senior Investigating Officers (SIO) working towards Professionalising Investigations Programme (PIP) 3 accreditation which is related to competency around homicide investigations. The force currently has satisfactory resilience with 6 accredited Senior Investigating Officers. - Target achieved
72	Continue to explore appropriate workforce modernisation within the investigation of major crime arena under a defined management structure.	Yes	There are a number of posts within the crime support department that have been considered for modernisation. This programme of work is currently incorporated into the delivering the changes led review of the structure of the organisation. - Target Achieved
73	To keep under review our capability and capacity to deal with radical extremism and terrorism.	Yes	The Force has considered the comments contained in the annual review by the Office of the Surveillance Commissioner (OSC) and as a result has implemented a number of improvements in the way in which it delivers some aspects of its covert policing practice. The Contest Board has been developed to include Police Authority membership, and the responsibility for the strategic management of the four strands of the Contest agenda have been simplified to sit under the control of just two Superintendents. A new reporting regime will see the Temporary Deputy Chief Constable updated by the strategic leads by written report, in the week prior to the meeting of the Contest Board, to allow greater focus on the specific issues to be dealt with during the meeting. The Strategic Lead responsible for the delivery of the Pursue and Prevent strategy has joined the membership of the recently formed East Midlands Counter Terrorism Intelligence Unit (EMCTIU) Project Board, to explore opportunities for improved Force response and resilience through collaboration with regional assets.- Target Achieved

74	Continue to achieve 30% detection rate for offences brought to justice for serious sexual offences (joint target with LCJB).	No	<p>27% is end of year figure - target not met.</p> <p>The Sanction detection rate for serious sexual offences, (SPI 6.4) for 2009/2010 is 27% which is below the 30% target. This equates to a shortfall of around 27 detections. This is, however, an improvement on the figure for 2008/2009 where the sanction detection rate for serious sexual offences was 22.9%. The sanction detection rate for rapes for 2009/2010 is 18.2% which is a shortfall of 6 detections from achieving the 20% target. The SIGNAL team (rape investigation team) is now in place through which all rape investigations will be undertaken. The team is liaising closely with CPS to ensure that the investigative process is enhanced and that all appropriate opportunities to bring offenders to justice are taken. The provision of a dedicated team will enhance the relationship between the prosecuting agencies, ensuring consistency of advice and decision making around rape offences. Latest Most Similar Group (MSG) data, February 2010, shows that we are ranked 7th out of 8 Forces. Nationally we are ranked 29th out of 43.</p>
75	Further develop working practices and partnership of the PVP teams.	Yes	<p>BCU teams have expanded and now have specialist child exploitation / MFH officers working alongside the management of offenders. In addition, the BCU now routinely manage some high risk offenders and are developing processes to ensure that 'Potentially Dangerous Offenders' are also managed in the community as well. Work continuing to develop.</p> <p>- Target Achieved.</p>
76	Increase capacity of the Child Abuse Investigation Unit to reduce individual caseloads to national standards.	Yes	<p>The staff increases agreed in 2008 have now been implemented. This has resulted in officer caseloads reducing to more acceptable levels. The increases have also enabled the child abuse unit to deal with complex referrals of child sexual exploitation. Caseloads have reduced from an average of 20 per operational officer to a more acceptable average of 12. The CAIU continue to take on complex investigations into Child Sexual Exploitation.</p> <p>- Target Achieved.</p>

77	With the knowledge obtained from the benchmarking year 08/09 to identify ways of improving accessibility for victims of serious sexual offences aged 16 and above to receive support from a specialist support service.	Yes	<p>A strategic group has been formed and a task is to conduct a Joint Needs Assessment of services.</p> <p>In addition, multi-agencies are securing funding for Independent Sexual Violence Advisors (ISVA) provision.</p> <p>There have been increased Police referrals to Juniper lodge by the new SOLACE team.</p> <p>1st April 08 to 31st March 09 Total Referrals – 268 Police – 164 GP – 15 15 Other 74 – Self Referrals (Helpline)</p> <p>1st April 2009 to 31st March 2010 Total Referrals – 377 Police – 291 GP – 9 Other - 40 Self Referrals (helpline) - 37</p> <p>- Target Achieved.</p>
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78	Achieve £300k cashable savings through procurement.	No	<p>As of 19th April 2010 the savings figure is £190,019 (This maybe amended by the office of Government Commerce (OGC) in July 2010) so there was a shortfall of £109,981. As advised during the course of this year this target was going to be difficult to achieve due to the profile of contracts due to be re-let during the course of the financial year. (The non Cashable savings are recorded as £104,000).</p> <p>During the course of the year Procurement were presented with a number of contracts that were to “go live” from 1st April 2010. The contracts involved had an impact on increasing savings and did not lend themselves to offer opportunities for cashable savings, for instance major I.T. contracts where national rates and charges had already been agreed. Opportunities for cashable savings do not always present themselves every year.</p> <p>Significant new procurements are in place effective from the 1st April 2010. These contracts have generated major cashable savings. The £300,000 cashable saving for Procurement will exist in this financial year 2010/2011 however due to the major Procurement contract work undertaken in 2009/2010 it is likely that a final cashable saving for the 2010/2011 will be in excess of £600,000. Over the period 2009 to 2011 therefore procurement would have been tasked with an overall cashable savings figure of £600,000, the expectation is that an excess of £800,000 over this period will be achieved.</p> <p>Procurement have introduced, where practical, clauses into Invitations to tender where we advise suppliers of our expectations in terms of cost and what we are prepared to pay for services and goods. For example where we were previously paying £1,060,000 per annum for a major custody service contract we advised tenderers that we would in future only be prepared to pay a maximum of £800,000 per annum. All tenderers quoted prices below the £800,000 advised to them generating a final contractual cashable saving of over £260,000 per annum without comprising the quality of service required or reducing the Specification. We are continuing to see cost reductions in Force contracts by adopting this strategy</p>
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			We will continue, where practical, to collaborate with our other colleagues in East Midlands Forces, the NPIA, Buying Solutions and County, City and Unitary local authorities to ensure that economies of scale are maximised which in turn will enable us to be best placed to realise further cashable savings.
79	Conduct a full review of our estates exploring opportunities to meet operational requirements over the next five years.	Yes	A full review of the Estates has been completed and submitted to the Financial Director December 2009. - Target Achieved
80	Deliver enhanced call management grading and response to scheduled calls for service.	Yes	New grading policy introduced in June 2009 allowing negotiated response to be considered in discussion with the caller. Since this time scheduled service has increased to over 2000 appointments per month compared to less than 500 a year ago. The new Crime and Incident Unit was set up in September to manage the increase in work load for grade 3 incidents releasing £116K in savings to the force budget equalisation fund. An evaluation report on the modernisation of CMC was submitted to the Chief Officers in December 2009 which detailed the positive impact the changes had made. Overall Satisfaction is now 96 % and grade 3's are 100%. In addition response times are still improving From 400 scheduled response appointments per month this is now in the region of 2500 appointments each month. - Target Achieved.

81	Through our local objectives improve our call responsiveness for Police Assistance.	Yes	<p>Modernisation of Call Management Centre (CMC) as mentioned above also included the release of 8 Police Constables and 2 Police Sergeants. Part of this has been reinvested in 6 Call Takers to manage increased time spent negotiating with the caller and in a new call handling supervisory team to drive standards around the pledge and National Standards for Incident Recording. Early improvements include the identification of “vulnerable” and “upset” with several hundred per month now identified in incident logs. Also, call handling targets are all being met and improving with abandonment rates very low.</p> <p>Satisfaction levels are now at 95.5% (highest ever for first contact) and Anti Social Behaviour first contact satisfaction now above 93% from a starting point in July 2008 of 83%.</p> <p>Grade 1 incidents currently running at 84% in 15 mins but reality is much higher and fixes through IR3 will demonstrate this in the coming months (effectively up date arrivals are not given by officers on occasion due to the nature of the incident – text shows they are there but data is taken from UA code on OIS). Grade 2 at 86% in 60 mins – a vast improvement on last year when only 84% in 90 mins and 98% of scheduled service being kept.</p> <p>New management and investigation process for vulnerable incidents/persons introduced.</p> <p>Satisfaction at 96% and ASB at 92% from 80% in July 2008.- Target Achieved.</p>
82	To examine opportunities to broaden the discretion that officers have to deal with local issues.	Yes	<p>Achieved through the local resolution project.</p> <p>Since the pilot the crime types suitable for resolution have been expanded. The Authority target has seen the target almost doubled from the 2008/9 usage.</p> <p>Resolution has also been used by the Road Policing Unit for minor traffic process. This could be extended for use by colleagues on Basic Command Units.</p> <p>Corporate Development are progressing the bureaucracy reduction work encouraged by the Flanagan report. This may highlight opportunities for increased discretion and local resolution opportunities in non-crime, non- traffic activity. - Target Achieved.</p>

83	To maximise the benefits of the current contact management modernisation programme of work.	Yes	<p>Cashable efficiencies over £500K</p> <p>3% of all callers identified as vulnerable</p> <p>Satisfaction up to 96%</p> <p>Sickness down to 0.9 days</p> <p>Grade 1 and grade2 response times up and now both above target.</p> <p>- Target Achieved.</p>
84	Develop working practices and standard operating procedures capitalising on the additional performances data provided by iR3.	Yes	<p>Working practices have continued to capitalise on iR3 performance data. The three KPIs relating to iR3 monitored activity are published to Areas in order to drive usage and continuing operational benefits. Exception reports are provided to PDG. The Fleet Manager has organised for a formal evaluation of iR3 based service scheduling to be undertaken (report due in the Summer, 2010). Early anecdotal evidence from users indicates that significant benefits are being achieved. Area patrol strategies incorporating standard procedures relating to operational use of iR3 continue to be utilised and are reinforced by the training packages provided by Learning and Development. Additionally the Vehicle Usage Review has utilised information from iR3 to enable the removal of 40 vehicles from the force fleet. Development of iR3 functionality currently remains ongoing.</p> <p>- Target Achieved.</p>

85	Develop mobile data technology and capitalise on opportunities for beating bureaucracy and provide front line service	Yes	<p>Mobile data technology has been developed to capitalise on opportunities to beat bureaucracy and provide front line service. The VANTAGE Command and Control system is now available on BlackBerry and is used within the force, primarily by Principle Beat Officers and Police Community Support Officer's in order to use diarised appointments to meet caller requirements on negotiated response. Agreement from CPS and the Criminal Justice System is being pursued for an e-signature pilot for witness statements. Initial work has been undertaken to place CIS Crime Recording and Intelligence on the BlackBerry. NPIA Evaluations of mobile data indicate the additional time spent outside of police stations, improving officer and staff visibility. Performance figures are published to Areas and Departments in order to promote use.</p> <p>- Target Achieved</p>
86	Roll out incident response model.	Yes	<p>The incident response model was been rolled out across all three areas to implement. Local variations have been adopted.</p> <p>Implemented in September 2009.</p> <p>-Target Achieved</p>
87	To continue to develop a leadership programme to support our 'second to none' aspirations.	Yes	<p>Sergeant Development, Inspector Development and Management Development programmes for police staff managers continue to provide the core development programmes for managers stepping up to first and second line management. In 2010-11 a series of leadership and management modules are being introduced to enable the individual development needs of first and second line managers to be met. One-to-one coaching sessions have been offered to a number of first and second line managers to support their development. One officer has been successful in being selected for the national HPDS commencing in February 2010. The Force continues to support the Leadership in Partnership programme. In addition to the post graduate diploma for middle managers the Force is collaborating with its partners on the Leadership in Partnership Board to explore the introduction of a leadership in neighbourhood programme.</p> <p>-Target Achieved</p>

88	To maintain police officer sickness at or below 7.4 days per officer per year.	Yes	Sickness rate for April 2009 – March 2010 6.1 days lost per officer. – Target Achieved
89	To reduce police staff sickness to 7.4 days over 3 years.	Yes	This target is a 3 year target reviewed at the end of each year and re adjusted for the remaining duration. Sickness rate for April 2009 – March 2010 = 8.8 days lost per employee so overall target met. - Target Achieved
90	Achieve 15% of police officer recruits from ethnic minority backgrounds.	No	14.3% - target not met. The force BME representation for new recruits is 14.3%, 0.7% under the Force target of 15%. According the last set of figures Leicestershire has an economically active BME population of 13.52% so to recruit at a rate higher than this is actually quite an achievement and positive. The 15% recruitment target is generally unrealistic and has only been met once or twice before subsequent to large positive action campaign to recruit from BME communities. Officer recruitment was frozen from November onwards and any BME recruits in the system who may have further affected the final figure were not included. This target is being rolled over.
91	Increase the proportion of female officers to 26% of overall numbers.	No	Performance slightly increased to 24.9% for the end of year but the target of 26% not met. The female representation figure appears to have been calculated using full time equivalent (FTE) rather than headcount. We would comment that if ‘overall numbers’ as stated in the target were for headcount as employees (not hours for individuals and reduced hours or part time working) then in terms of headcount female representation is 25.8% which is almost at the 26% target. Female representation has been increasing although due to the recruitment moratorium this is now mainly due to male attrition rates. A lot of work was done to bring performance in on target. This included the positive action team in the recruiting department linking in with Narilets charity who assist ethnic minority females into the job market and LeicestHerday Trust, who assist females into both their own businesses and career progression including options to join the Police Service. Plans for the future are hampered given the recruitment freeze and we will concentrate on recruitment when it re opens and build positive action initiatives into our plans for then. In the interim we will focus on maintenance targets and this target is being rolled over.

This Annual Report is issued pursuant to section 9 of the Police Act 1996.

92	Corporate Communications to develop and commence implementation of an internal communications strategy.	Yes	<p>A review of the previous strategy has been completed and incorporated into a working strategy for the next financial year which has been approved by DCC Fraser and ratified by COG.</p> <p>- Target Achieved</p>
93	Promotion of healthy workforce through proactive well being and lifestyle initiatives.	Yes	<p>Occupational Health have promoted 'Working well for Leicestershire Constabulary' initiative by instigating a website promoting various 'life style' activities. The website has 14 pages of articles offering advice and recommendations relating to weight, fitness, BMI calculating etc. Members of staff are always available for 'one to one' consultations.</p> <p>Numerous initiatives have been run including healthy eating and exercises classes.</p> <p>- Target Achieved</p>

94	Work closely with the other East Midlands forces to identify further collaborative procurement and other operational opportunities.	Yes	<p>In March a new Deputy Chief Constable, Mr Peter Goodman, took up the post. Current Regional Collaboration Approved Projects.</p> <p>The following projects are being worked on across the East Midlands Region:</p> <ul style="list-style-type: none"> • Digital recording of taped interviews • Mobile data systems. • Major case reviews • Firearms Interoperability, focused on Leicestershire and Northamptonshire • Technical capabilities. <p>Leic & N'Hants sub regional initiatives.</p> <ul style="list-style-type: none"> • Firearms • Police National Database • Command and control • High-tech crime • Driver training • Professional Standards Department <p><i>Also target for 2010/11</i></p> <p>- Target Achieved.</p>
95	To achieve 95% compliance against published front enquiry office opening hours.	Yes	<p>The Force is achieving over 99% compliance with opening hours.</p> <p>- Target Achieved</p>
96	To locally resolve at least 55% of eligible complaints against police.	No	<p>The force continues to perform well in this area showing a marked increase in performance over previous years. The Professional Standards Department (PSD) have invested a lot of time in working with supervisors to raise their understanding and skills in dealing with complaints by way of local resolution. The target has only just not been met, 54.59%.</p>

97	To maintain or improve on pre-planned abstractions on beat officer and neighbourhood PCSO abstractions. (Target 5%).	Yes	Force Average stands at 3.8%, within 5% range. - Target Achieved
98	To resolve at least 30% of incidents by scheduled response. (With a stretch target of 35%)	Yes	The end of year data shows a figure of just over 39%. - Target Achieved
99	Benchmarking of current business crime with target to reduce business crime to be set after three months.	Yes	Update incorporated at 100. - Target Achieved
100	Consultation with business communities and benchmarking of current use of reparation to resolve business crime, with target set after three months.	Yes	Between April and December 376 business crimes were recorded and this will be used as the benchmark figure. This would be on profile to achieve the 5% reduction on last year. - Target Achieved
101	An increase in the use of community resolution to at least 4000 per year, whilst maintaining or increasing satisfaction amongst service users.		On 19th April 2010 the total number of resolutions stands at 3,702 just short of the 4,000 target. ACC Yeadon has set a target for 2010/11 to be a range increase per Local Policing Unit for 5 % over two years. In considering further targets around this it must be acknowledged that the use of resolution cannot increase exponentially and that a natural level of usage will be reached dependant upon crime type, offender and victim's wishes. At the present time 1 in 5 positive outcomes for victims is a community resolution and satisfaction remains high.

			<p>One possible factor in any increased usage is the continuing tension caused by the fact that resolutions are not recognised in any national performance frame work. As such they can be viewed as less desirable for the organisation. (They are not Sanctioned Detections) Indeed the use in certain crime types (racially aggravated offences, assault with less serious injury) has adversely affected our national standing.</p> <p>A recent circular from the Home Secretary indicated a desire to include resolution in performance measurement.</p>
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