

Her Majesty's Inspectorate of Constabulary



Baseline Assessment Durham Constabulary

October 2005

Durham Constabulary – Baseline Assessment
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Introduction to Baseline Assessment

This report is the outcome of HMIC's assessment of Durham Constabulary's performance during 2004/05, measuring, where appropriate, the force's progress since the initial baseline assessment published in June 2004, and, where such comparison has not been feasible, gauging performance against agreed standards and known good practice.

Baseline assessment has been developed by HMIC to reflect a dynamic performance environment in which the Police Reform Act and the Policing Performance Assessment Framework (PPAF) have had a significant impact. Baseline assessment makes considerable use of self-assessment and grading criteria to produce one of four delivery grades – *Excellent, Good, Fair* or *Poor* – across a broad range of policing activities. In many cases, a 'direction of travel' grade – *Improved, Stable* or *Deteriorated* – is also noted. Baseline assessment is a diagnostic assessment that generates a tailored programme of inspection activity for each force – ie, future inspection activity will be intelligence-led and will reflect the overall performance of the force.

A number of changes were made to the evidence-gathering frameworks for 2004/05, but the core of the assessment is intact. The changes have:

- absorbed some less substantive issues such as prisoner handling into more comprehensive frameworks;
- enhanced coverage of citizen focus/neighbourhood policing issues; and
- differentiated internal diversity issues such as recruitment from outward-facing service quality and fairness policies.

In 2003/04 we used generic criteria to underpin the various grades, but, with the help of Association of Chief Police Officer (ACPO) business area leads and expert practitioners, specific grading criteria were developed to ensure a more reliable and robust approach to grading this year. Last year's gradings sought to reflect and give credit for improvement – and the converse for declining trends – whereas in 2004/05 the delivery grade is essentially a comparison with peers and performance over time is denoted by the direction of travel grade. Where the framework has changed significantly from last year, as is the case with the two diversity frameworks, it is inappropriate to denote the direction of travel. These frameworks will have a direction of travel assessment in future years. Professional Standards is the subject of a full inspection in all 43 forces in autumn 2005 and therefore has not been graded in this report.

Forces and authorities will be aware of work led by HM Inspector Denis O'Connor, in response to a commission from the Home Secretary to advise him on structural issues, which reviewed forces' capability to deliver 'protective services'. These reviews overlapped with baseline assessments in several areas, notably Tackling Level 2 Criminality and Major Crime Investigation, and HMI determined that the baseline grade should reflect the full body of evidence available. In other areas, such as implementation of the National Intelligence Model (NIM), HMIC is working closely with colleagues in the National Centre for Policing Excellence to arrive at consistent assessments of performance.

The delivery grades for each activity are derived from a combination of objective, quantitative evidence and qualitative assessments that seek to contextualise performance. Judgements are based on available evidence of performance in the year 2004/05, but unfortunately, in a small number of areas, end-of-year data was not available at the point (mid-September) when gradings had to be finalised. The main activities affected are Criminal Justice (absence of COMPASS data on file quality, etc) and Fairness and

Equality, where information on stop and search activity is not available. In these cases, the most up-to-date information available is used.

The baseline assessment reports for each force will be publicly available on HMIC's website but, for the first time, the summary results (ie, the delivery gradings and direction of travel gradings) will be combined with forces' results against statutory performance indicators (SPIs) to produce a combined assessment. This combined assessment shows performance for each baseline framework and SPI, then combines the results to produce a headline grading for each of the seven domains in the PPAF. So, for example, performance for the Reducing Crime domain might be expressed as *Good and Improved*.

The Local Policing domain is intended to show the impact of deploying police resources to meet local (either force or basic command unit (BCU)-level) priorities. HMIC will assess whether these priorities have been derived appropriately and will gauge success in meeting the relevant objectives. Until the Association of Police Authorities has issued guidance to ensure consistent and robust methods of setting local priorities, an interim approach has been agreed. The tripartite PPAF Steering Group has therefore agreed that, for this year and for 2005/06, the Local Policing domain will consist of HMIC's Neighbourhood Policing framework and SPI 1c – the British Crime Survey-based measure of confidence in the force concerned.

The police service is committed to continuous improvement in the quality of services it delivers to local communities. HMIC shares this commitment and sees its activities as a catalyst for improvement. The response of individual forces to last year's assessment has been highly commendable, and tangible improvement is evident in areas such as call handling and volume crime reduction. But because the comparison in performance terms is with the force's peers (using the most similar force (MSF) groupings), it is possible to improve over time and yet still receive a *Fair* or even *Poor* grade. This is notable in the grades for volume crime reduction and reflects the fact that expectations on forces are high, and that the performance of similar forces is the benchmark. Increasingly, the service is setting itself – or is being set by Ministers – demanding targets for the quality of services it provides; wherever such standards and targets have been set, HMIC will inspect against them.

The Future Development and Application of Baseline Assessment

As the name implies, this assessment represents a baseline against which the force's future performance will be gauged. Using NIM-type risk assessment, HMIC will use the results set out in this report to shape the extent and nature of inspection activity in the coming year. A number of forces will benefit from 'inspection breaks', with only a light-touch validation of their self-assessment in 2006 and an HMI-led assessment of leadership and corporate governance.

While seeking to minimise changes to the structure and content of the baseline frameworks, we will take expert advice on how to tighten them and make them absolutely 'fit for purpose'. Incorporating some of the 'protective services' issues is an important development. An ACPO lead has been identified for each framework area and will have a key role in agreeing the content and specific grading criteria (SGC), and will subsequently be involved in moderating the gradings in summer 2006. The revised frameworks and SGC will be issued together by December 2005.

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Conclusion

This assessment is the result of on-site work conducted by HMIC staff officers, on behalf of HM Inspector Mr Ken Williams, CVO, CBE, QPM, BA, in spring 2005. It takes account of a wide range of documentary evidence, structured interviews at headquarters and in BCUs, and the results of consultation with many of the force's partner agencies and other stakeholders. Performance data has been examined to identify recent trends and to make comparisons with other forces using financial year performance data.

The following forces have been identified as being most similar to Durham in terms of demography, policing environment and other socio-economic factors: Gwent, Humberside, Lancashire and South Wales. When making comparisons in this report, the average performance in this group, known as the MSF group, will be used.

HM Inspector wishes to thank the members of the force and police authority for their assistance in supplying information, conducting self-assessment and setting aside time to speak to HMIC staff. The assessment would not have been possible without their assistance and contribution.

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Baseline Assessment 2005 Frameworks			
1 Citizen Focus (PPAF domain A)			
1A Fairness and Equality <ul style="list-style-type: none"> Equality of service delivery Community cohesion Engaging with minority groups 	1B Neighbourhood Policing and Community Engagement <ul style="list-style-type: none"> Effective mechanisms for obtaining community views Responding to local priorities Effective interventions and problem solving with partners and communities Community involvement with police 	1C Customer Service and Accessibility <ul style="list-style-type: none"> Quality of service to victims and witnesses Customer care Responding to customer needs Accessibility of policing services 	1D Professional Standards <ul style="list-style-type: none"> Investigation of public complaints Improving professional standards Combating corruption and promoting ethical behaviour Reducing complaints and learning lessons
2 Reducing Crime (PPAF domain 1)			
2A Reducing Hate Crime and Crimes against Vulnerable Victims <ul style="list-style-type: none"> Partnerships on child protection, reducing race crime, domestic violence (DV) and homophobic crime Performance in reducing these crimes Multi-agency police protection arrangements (MAPPA) and sex offenders 	2B Volume Crime Reduction <ul style="list-style-type: none"> Crime strategy Performance in reducing volume crime Problem solving National Crime Recording Standard (NCRS) compliance 	2C Working with Partners to Reduce Crime <ul style="list-style-type: none"> Basic command unit (BCU) support for crime and disorder reduction partnerships (CDRPs) Drugs prevention/harm reduction CDRP crime reduction performance 	
3 Investigating Crime (PPAF domain 2)			
3A Investigating Major and Serious Crime <ul style="list-style-type: none"> Detection rates for murder, rape and other serious crime Integration with overall crime strategy Compliance with Association of Chief Police Officers (ACPO) murder manual Early identification of critical incidents that may escalate into major inquiries 	3B Tackling Level 2 Criminality <ul style="list-style-type: none"> Crime that crosses BCU and/or force boundaries Support for regional intelligence and operations Asset recovery (Proceeds of Crime Act (POCA)) Effective targeted operations Quality packages to National Criminal Intelligence Service (NCIS) 	3C Investigating Hate Crime and Crimes against Vulnerable Victims <ul style="list-style-type: none"> Investigation/detection of child abuse, race crime, DV and homophobic crime Integration with overall crime strategy Joint training (eg with social workers) and investigation 	
3D Volume Crime Investigation <ul style="list-style-type: none"> Crime strategy Crime recording Investigative skills, eg interviewing Automatic number plate recognition (ANPR) Detection performance 	3E Forensic Management <ul style="list-style-type: none"> Specialist scientific support Use of National Automated Fingerprint Identification System (NAFIS), DNA, etc Integrated management of processes Performance in forensic identification and detection 	3F Criminal Justice Processes <ul style="list-style-type: none"> Quality and timeliness of case files Custody management/prisoner handling Youth justice Police National Computer (PNC) compliance 	

4 Promoting Safety (PPAF domain 3)		
4A Reassurance <ul style="list-style-type: none"> Operational activity to reassure communities Use of media to market success Uniformed patrol and visibility Extended police family Performance in reducing fear of crime 	4B Reducing Anti-Social Behaviour (ASB) and Promoting Public Safety <ul style="list-style-type: none"> Non-crime activities of CDRPs and other partnerships Use of ASB legislation, tools, etc Road safety partnerships Emergency planning 	
5 Providing Assistance (PPAF domain 4)		
5A Call Management <ul style="list-style-type: none"> All aspects of call handling and call management Initial incident response Early identification of critical incidents Performance in answering and responding to public calls 	5B Providing Specialist Operational Support <ul style="list-style-type: none"> Management of central operational support Police use of firearms Capability for policing major events/incidents 	5C Roads Policing <ul style="list-style-type: none"> Effectiveness of arrangements for roads policing Integration/support for other operational activity
6 Resource Use (PPAF domain B)		
6A Human Resource (HR) Management <ul style="list-style-type: none"> HR strategy and costed plan Key HR issues not covered in 6B or 6C Health and Safety Performance in key HR indicators 	6B Training and Development <ul style="list-style-type: none"> Costed training strategy and delivery plan Key training and development issues 	6C Race and Diversity <ul style="list-style-type: none"> Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability Performance in meeting key targets
6D Resource Management <ul style="list-style-type: none"> Resource availability Effective use of resources to support front-line activity Devolved budgets Finance, estates, procurement and fleet management functions 	6E Science and Technology Management <ul style="list-style-type: none"> Information systems/ information technology (IS/IT) strategy and its implementation Programme and project management Customer service Adequacy of key systems Business continuity/disaster recovery 	6F National Intelligence Model (NIM) <ul style="list-style-type: none"> Extent to which structures, processes and products meet NIM standards Integration of NIM with force planning and performance management Use of community intelligence Application of NIM to non-crime areas
7 Leadership and Direction		
7A Leadership <ul style="list-style-type: none"> Extent to which the chief officer team is visible and dynamic, sets and upholds a vision, values and standards, promotes a learning culture, and sustains a well-motivated workforce Effectiveness of succession planning Promotion of corporacy 	7B Strategic Management <ul style="list-style-type: none"> Integrated strategic planning framework External communication/ consultation Relationship with local police authority (PA) Police reform implementation Internal communication/ consultation Programme and project management Management of reputation/ public expectations 	7C Performance Management and Continuous Improvement <ul style="list-style-type: none"> Effective performance management structures and processes at all levels Quality and timeliness of performance/management information Internal inspection/audit/quality assurance (QA) systems Effectiveness of joint force/PA best value reviews (BVRs)

Force Overview and Context

Durham Constabulary covers a predominantly rural area of 2,429 square kilometres. There are roughly 260 towns and villages with more than half of the residents living in communities of less than 10,000 people. The principal conurbations are Darlington and Durham City.

County Durham and Darlington has a population of 591,308, of which approximately 1.2% are from minority ethnic backgrounds. The change in the region's economic base has resulted in a substantial change in the age profile of the residents. There is a move away from a significant economically active population to a more mature demographic profile. The decline in the industrial infrastructure has been offset in some way by an increase in the amount of visitors attracted to the area.

The executive team consists of the Chief Constable, deputy chief constable (DCC), assistant chief constable (ACC) (operations) and the director of finance and support services. There are 1,747 police officers, 809 (full-time equivalent) police staff, 69 police community support officers (PCSOs) and 91 special constables. Durham Constabulary is moving ahead with the appointment of PCSOs, and is enjoying the highest level of police officers and police staff since 1974.

There is a healthy and supportive working relationship with the police authority which imparts challenge and scrutiny.

Durham Constabulary continues to be strongly community-focused, with a predominant emphasis on partnership working. The urge is to be intelligence-led, with a drive for excellence by empowering and supporting staff. The whole culture is encompassed in the newly launched 'Vision and Values' and the 'Aiming for Excellence' philosophy. A 'bounty' payment of £1,500 per annum has been introduced to reward members of the Special Constabulary for their contribution to the process. Part of the delivery mechanism for the 'Vision' is continuing to be delivered via the StreetSafe strategy and the community teams.

While continuing to maintain performance and deliver a quality of service to the community, the constabulary has been obliged to practise tight budgetary control. Changes in the funding calculation, the low council tax contributions, and the loss of revenue arising from the departure of Centrex has resulted in the force adopting decision conferencing as a mechanism to achieve savings, resulting in savings of £1.769 million.

The constabulary has maintained a good level of performance following the embedding of the restructure to two areas, each with a centralised communications centre. Crime levels have continued to fall, with a 2.7% reduction against last year and a fall of almost 25% against 1994 levels. Against a backdrop of increasing levels of violent crime, Durham continues to have one of the lowest levels nationally and is still viewed as one of the safest places to live. Levels of vehicle crime and domestic burglary have been the focus of professionalising the investigation process training, for which Durham was a pilot force, and these areas have shown significant reduction in crime levels over the last 12 months.

Durham Constabulary comprises two basic command units (BCUs) both of which have been subject to inspection by HMIC during 2004/05. The findings of the inspections therefore comprise a significant element of the baseline assessment.

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Summary of Judgements	Grade	Direction of Travel
1 Citizen Focus		
1A Fairness and Equality	Fair	
1B Neighbourhood Policing and Community Engagement	Good	Stable
1C Customer Service and Accessibility	Good	Stable
1D Professional Standards		
2 Reducing Crime		
2A Reducing Hate Crime and Crimes against Vulnerable Victims	Good	Stable
2B Volume Crime Reduction	Good	Improved
2C Working with Partners to Reduce Crime	Good	Improved
3 Investigating Crime		
3A Investigating Major and Serious Crime	Fair	
3B Tackling Level 2 Criminality	Fair	
3C Investigating Hate Crime and Crimes against Vulnerable Victims	Good	Stable
3D Volume Crime Investigation	Fair	Stable
3E Forensic Management	Fair	Improved
3F Criminal Justice Processes	Fair	Stable
4 Promoting Safety		
4A Reassurance	Good	Stable
4B Reducing Anti-Social Behaviour and Promoting Public Safety	Good	Stable
5 Providing Assistance		
5A Call Management	Fair	Improved
5B Providing Specialist Operational Support	Good	Stable
5C Roads Policing	Good	Stable
6 Resource Use		
6A Human Resource Management	Good	Improved
6B Training and Development	Good	Improving
6C Race and Diversity	Fair	
6D Resource Management	Good	Stable
6E Science and Technology Management	Fair	Improved
6F National Intelligence Model	Fair	Improved
7 Leadership and Direction		
7A Leadership	Good	
7B Strategic Management	Good	Stable
7C Performance Management and Continuous Improvement	Fair	Improved

1 Citizen Focus (Domain A)

Durham Constabulary has an holistic approach to community cohesion with dedicated officers based at headquarters and within the BCUs to engage with hard-to-reach communities.

Durham's approach to policing is community-focused with a strong emphasis on partnership working. Partner agencies have stated that the constabulary's commitment to partnership working is excellent. The introduction of community inspectors and the focus on areas such as anti-social behaviour have been well received.

Improving responsiveness to local problems and quality of service are police authority priorities that are reflected in constabulary strategies.

Clear values and standards are set out to all staff and are highlighted in customer care training. Durham has clear policies and quality of service standards for victims and witnesses that are evidenced through the application of national standards.

The percentage of police authority buildings open to the public that are suitable for and accessible to disabled people is significantly lower than both the MSF group and national averages.

1A Fairness and Equality

Fair

Strengths

- The Chief Constable takes the lead on diversity, chairing the race and diversity programme board. At this meeting, the diversity action plan is addressed and each action has clear accountability with an identifiable person with lead responsibility. Diversity Matters is a constabulary project under the direction of the Chief Constable.
- The constabulary has a dedicated diversity officer (inspector) in the headquarters personnel and development department.
- Durham Constabulary has an holistic approach to community cohesion with dedicated officers based at headquarters and within the BCUs to engage with hard-to-reach communities.
- Each geographic area has a community inspector who has responsibility for the completion of community impact assessments. Community inspectors are able to move resources as appropriate in response to community needs in line with the National Intelligence Model (NIM).
- The constabulary has published a hierarchy of strategies on the intranet for the information of all staff.
- A programme of diversity training, 'Excellence through Fairness', has been undertaken for all staff and *Fairness and Equality* handbooks and posters have been widely distributed throughout the constabulary. The constabulary training

department has introduced a customer focus National Vocational Qualification in partnership with a local college.

- Durham has introduced lay advisers to support the recruitment process and is reviewing processes to ensure community involvement in all stages of the learning model.
- The constabulary is piloting the use of third-party reporting centres in Durham City and Darlington. Work is ongoing with Cleveland and Northumbria police to develop a regional True Vision pack for third-party reporting.
- BCU commanders and heads of department are held to account for diversity issues raised via customer satisfaction surveys.
- BCU commanders report on all racist investigations to community leaders at the minority liaison committees.
- Vulnerability units are well-established in the BCUs in relation to vulnerable adults, child and family protection and domestic violence. Multi-agency investigation arrangements are in place.
- The constabulary has a lesbian, gay, bisexual and transgender (LGBT) forum and black and minority ethnic (BME) groups across the eight crime and disorder reduction partnerships (CDRPs). The LGBT forum is consulting regarding a request from the constabulary to become an independent advisory group (IAG). Gay Advice Darlington reviews investigations into hate crime on behalf of the constabulary.
- As a result of feedback received from minority groups, sensitive case courts have been established in partnership with the Local Criminal Justice Board (LCJB) to improve services to victims and increase the number of cases brought to justice.
- While Durham has experienced an increase in the level of racially or religiously aggravated offences per 1,000 population in 2004/05 (11%), the figure remains considerably below both the MSF and national averages (first in the MSF group and third nationally). The situation is repeated in respect of racially or religiously aggravated offences detected (second in the MSF group and fourth nationally).
- The percentage of users white/BME satisfied with respect to the overall service provided was higher than both the MSF and national averages.

Areas for Improvement

- The constabulary race equality scheme has been reviewed. The constabulary is addressing a number of identified areas for development, particularly relating to impact assessments, consultation and publication.
- An external company produced an evaluation of the effectiveness of the constabulary's diversity training in January 2004, based on an internal staff survey

and an external cultural audit. A constabulary working group is addressing the recommendations.

- As identified above, there is no IAG framework in place at the present time. The constabulary has acknowledged that this needs to be addressed, and is actively working with appropriate bodies to put arrangements in place.
- Frustrations were expressed by a partner agency over the slow progress made in respect of a local ethnic liaison committee, due to limited attendance by agencies (other than the police) and members of the local ethnic community.
- Detection rates for racially or religiously aggravated offences have decreased during 2004/05 (-6 points). However, the constabulary remains above the MSF and national averages.
- The percentage of victims of racist incidents satisfied with the service received from the constabulary has fallen year on year for the last three years from 79% in 2002/03 to 59% in 2004/05 and is below both the MSF and national averages.

1B Neighbourhood Policing and Community Engagement

Good	Stable
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Strengths

- Durham's approach to policing is community-focused with a strong emphasis on partnership working (Beacon status for the Darlington area). Partner agencies have stated that the constabulary's commitment to partnership working is excellent. The introduction of community inspectors and the focus on areas such as anti-social behaviour have been well received.
- Public reassurance and anti-social behaviour were set as priorities in the BCU's control strategies for 2004/05.
- To improve responsiveness to local problems and deliver quality of service through enhanced community engagement is a specific police authority objective. The StreetSafe delivery plan encompasses consultation and engagement at all levels. BCUs have detailed action plans that contain robust accountability measures.
- Multi-agency task groups have been established in Sedgefield to deal with priority areas outlined in the community safety strategy. The approach to joint action planning and multi-agency deployment has been acknowledged by the Home Office as good practice.
- The police authority has a constabulary-wide consultation strategy. Police Community Consultation Group (PCCG) meetings are held throughout the year and link meetings have been established between the BCU's senior management and the police authority.
- Durham has a local patrol strategy directed via StreetSafe and the NIM, aimed at improving visibility, accessibility and familiarity.
- A joint community safety accreditation scheme has been developed in partnership with Cleveland Police. To date, 24 local authority wardens have been accredited. This is in support of the use of the extended police family through the use of PCSOs and special constables.
- Community impact assessments are undertaken to inform strategy and operational activity as appropriate.
- The LCJB has taken steps to improve confidence in the criminal justice service through a number of multi-agency open days. British Crime Survey (BCS) data shows improved confidence in the criminal justice service.

Areas for Improvement

- The Durham North BCU inspection highlighted the need to develop community intelligence in order to improve public reassurance and the quality of service provided to the public. Intelligence is requested from all partner agencies and is fed into the tactical assessment. The process has generated further debate with partners about the collection to improve this flow of intelligence. StreetSafe at Brandon, Sacriston and Pelton are examples of where community intelligence has been gathered and utilised as a result of engaging actively with the community.
- The need to develop the intelligence function in support of front-line policing was also highlighted by officers during the Durham South BCU inspection.
- Durham has work in progress to promote the use of volunteers with a specific emphasis directed at rural areas.

1C Customer Service and Accessibility

Good	Stable
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Strengths

- The 'Aiming for Excellence' philosophy has been reviewed.
- The development of customer services rests with the customer focus programme board led by the ACC (operations). This ensures that the strategic development of customer care is incorporated in key development projects such as the NIM and professionalising the investigative process (PIP).
- Durham has completed an impact assessment for the national Quality of Service commitment. The assessment shows systems are in place to comply with requirements. Identified gaps will be actioned through BCU and departmental business plans 2005/06. The constabulary is looking to be fully compliant by November 2006.
- Satisfaction levels in respect of a number of key performance measures (response to 999 calls, initial response to burglary, initial response to violent crime) have all shown improvement and the constabulary sits first in its MSF group for a number of indicators.
- Improving responsiveness to local problems and quality of service are police authority priorities that are reflected in constabulary strategies.
- Clear values and standards are set out to all staff and are highlighted in customer care training given to key staff including all probationer officers, communication staff, front-counter staff and PCSOs.
- Durham has clear policies and quality of service standards for victims and witnesses, which is evidenced through the application of national standards.
- Following a Best Value review (BVR) of the structure of the constabulary, revised front counter opening hours have been introduced for the 12 main stations.
- The constabulary is making effective use of alternative accommodation in order to be accessible within the community. This includes the use of schools, community centres, libraries and halls as community access points.

Areas for improvement

- Satisfaction levels in respect of a number of key performance measures (time taken to answer a 999 call, victims of a racist incident satisfied with the police, service at the scene of a road traffic accident) need to show improvement.
- The percentage of police authority buildings open to the public which are suitable for and accessible to disabled people is significantly lower than both the MSF and national averages.

1D Professional Standards

HMIC has a statutory responsibility to remain fully informed as to the effectiveness of forces' handling of complaints. Following the transition to baseline assessment, and the high-profile outcomes of three separate national inquiries, HMIs identified the need for a focused inspection of professional standards (including complaints) in each force to provide a robust comparative baseline for ongoing assessments of progress.

In October/November 2005, every force will undergo a focused inspection of professional standards. The programme has been designed in conjunction with the Association of Chief Police Officers (ACPO), the Association of Police Authorities (APA), the Home Office and the Independent Police Complaints Commission (IPCC) to ensure that the respective interests of each are addressed and that duplicative inspection activity can be avoided.

The programme of inspections will produce separate public reports and gradings for each force and, in addition, a national thematic inspection report that will consolidate themes, trends and transferable good practice. In view of the scale and timing of the full programme of inspections, the 2004/05 grading for professional standards has been deferred to 2006. As a result, there is no professional standards framework content within this report.

2 Reducing Crime (Domain 1)

Durham remains one of the safest places in the country to live and work, the constabulary having achieved further reductions in overall crime and the key crime categories. Reductions in domestic burglary, robbery and vehicle crime were particularly impressive. The number of houses broken into was the lowest since the constabulary boundaries were reorganised in 1974.

In respect of hate crime, there is no IAG framework in place at the present time. The constabulary has acknowledged that this needs to be addressed and is working with appropriate bodies to put arrangements in place.

2A Reducing Hate Crime and Crimes against Vulnerable Victims

Good	Stable
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Strengths

- The ACC (operations) has responsibility for hate crime reduction under the victims programme board. BCU commanders are held responsible for operational delivery.
- The Chief Constable, as head of the race and diversity programme board, ensures the constabulary takes full account of internal/external surveys and performance results.
- Durham takes a proactive approach to hate crime through community cohesion and hate crime officers at headquarters and within the BCUs. Crime reduction initiatives are driven by community inspectors on a local basis.
- The constabulary is working with minority groups, eg the LGBT community, BME communities, and travellers, to establish IAGs. Durham is piloting third-party reporting centres in Durham City and Darlington.
- The LGBT forum has undertaken a review of constabulary policies and Gay Advice Darlington monitors investigations relating to hate crime.
- The constabulary engages effectively with partners on reducing hate crime and sharing information in relation to vulnerable victims.
- The establishment of vulnerability units has ensured an integrated approach to child abuse, domestic violence and adult protection.
- The constabulary's public protection unit has been praised by the Home Office after being one of six areas visited by a team studying the effectiveness of public protection arrangements across the country. They found that Durham's public protection unit provided a 'gold service' and praised the 'fully integrated joint working partnership' between the various bodies.

- Domestic violence co-ordinators are integral to the vulnerability units and the constabulary has introduced dedicated staff to input information to ensure timely, accurate data.
- The Durham North BCU inspection highlighted a hate crime officer will be appointed in a co-ordinator's role under this umbrella, charged with developing an effective recording system. The intention is to develop contact with all victims of hate crime (racial, homophobic, gender-based offences or those committed against vulnerable minority groups) and feed emerging trends or patterns into the intelligence unit.

Areas for Improvement

- Durham is awaiting the publication of the new ACPO manual for hate crime, upon which to base fit-for-purpose strategy and policy. Hate crime is not a listed control strategy priority, nor is it a specific intelligence requirement.
- There is no IAG framework in place at the present time. The constabulary has acknowledged that this needs to be addressed and is working with appropriate bodies to put arrangements in place.
- The percentage of racially or religiously aggravated offences increased during 2004/05 by 11%. However, it is acknowledged that the rate remains significantly below both MSF and national averages, being one of the lowest in England and Wales. The situation is repeated in respect of the detection of racially or religiously aggravated offences.
- The percentage of domestic violence incidents with a power of arrest where an arrest was made decreased during 2004/05 to 73%. This is below the MSF average but substantially above the national average.

2B Volume Crime Reduction

Good

Improved

Strengths

- The ACC (operations) undertakes a robust performance review process, which is supported by a full chief officer review on a quarterly basis. The constabulary control strategy captures priority volume crime. All crime reduction activity is driven through the NIM.
- The crime strategy 2003-06 identifies corporate responsibilities and has appropriate accountability mechanisms. The strategy has strategic objectives relating to local and national agendas.
- Durham has seen reductions in volume crime during 2004/05 in respect of all key crime categories with the exception of violent crime; total crime has reduced by 2.7%, domestic burglary by 13.3%, robbery by 33.3%, and vehicle crime by 22.2%. The trend of crime reduction seen in recent years is positive. The constabulary is first in the MSF group in respect of all categories. This is excellent performance.
- The Durham South BCU inspection highlighted that the BCU command team is to be congratulated on its performance in relation to crime reduction; the BCU's positioning (in the first quartile or just outside for all key crime reduction areas) is commendable. Vigilance in relation to increasing public order offences is clearly a priority and this is recognised by the BCU command team.
- The Home Office counting rules (HOCR) audit highlighted a number of strengths, including the crime registrar's commitment and enthusiasm, the constabulary's willingness to change, continual implementation of the PIP, and the constabulary steering group's examination of training requirements for 'investigative interviewing'. A culture of qualitative ethical compliance was apparent.
- Designated decision-makers are situated within every crime desk, with responsibility for the management of crime recording and detection.
- Research by Alcohol Concern is being used to inform decision making in relation to strategies to reduce alcohol-related crime and disorder.
- An alcohol harm reduction strategy has been published and the drug and alcohol action team (DAAT) will be introducing 50 alcohol education classes throughout the area. The DAAT is looking to introduce a qualified sister/charge nurse into the Darlington custody suite for arrest referral work. It is acknowledged that there remains a need for greater recognition of the importance of reducing harm caused by alcohol.

Areas for Improvement

- Despite the continued reduction in recorded crime, results from the BCS show high levels of concern regarding public safety, including fear of anti-social behaviour and disorder. This is being addressed through the constabulary-wide initiative StreetSafe.
- Durham acknowledges that it is not yet fully National Crime Recording Standard (NCRS) compliant, with some cultural issues still to be overcome (graded Amber in the 2004 compliance audit). Sergeants are undergoing accreditation training, and seminars and presentations are planned for all staff.
- The HOCR audit highlighted a number of issues:
 - The constabulary acknowledges that some systems around recording and detections could be improved and that there exists the potential for error. There was some resistance to adopting constabulary recognised practices and procedures around crime recording and detections.
 - The delivery of HOCRs and NCRS training has not historically been given the level of commitment by the constabulary that has been apparent in some other forces, and as a consequence Durham Constabulary is not reaping the benefits.
 - Crime desks had little or no resilience. The police authority has, however, taken a more pragmatic stance: 'The Force need to get their structure correct following recent restructuring, work efficiently, manage processes with effective supervision, ensure performance management frame is effective, only then can we comment on resources. Our concern is the embedding of public reassurance.'
 - The constabulary recognises that the current crime-recording system is not integrated with other IT systems within the constabulary and is considered to be cumbersome and archaic. The constabulary needs to urgently develop an effective crime-recording system that is integrated and is fit for purpose.
 - Other areas for improvement included the following: some operational officers and first-line supervisors lack relevant skills; some operational officers responding to scenes lack investigation skills; the need for intrusive supervision; the need for performance accountability at all levels; training, job description and objectives clearly defined for the crime registrar and deputy crime registrar; and the full implementation of a rigorous auditing regime that supports detections.
- The Durham North inspection highlighted that the crime-recording system is currently paper-based. It can take up to four days to input crimes onto the system, although it is acknowledged that the fault does not rest with the crime desk, where crimes are inputted within 24 hours when submitted. There is no priority given to any particular category of crime, which could impact on performance. The BCU will introduce a central inputting unit in this fiscal year. Centralisation of the crime

management units and the BCU command centre will ensure that up-to-date intelligence is available on the BCU.

- Crime prevention officers outlined their role in terms of technical support, publicity for initiatives, funding support and an architect liaison function. It was highlighted during the inspection that they were no longer tasked by the tactical tasking and co-ordination group (TTCG) and were not used by community beat inspectors or their teams. This was identified as a gap that required some attention and the chief police officer role is in the process of realignment to sit alongside neighbourhood policing. This is to encourage and direct communication between community inspectors and chief police officers.

2C Working with Partners to Reduce Crime

Good

Improved

Strengths

- The Chief Constable and the head of criminal justice and partnerships take a lead in the county local strategic partnership (LSP), driving forward necessary improvements to the strategic LSP in readiness for the new arrangements emanating from the 'Stronger and Safer Communities'.
- Partners are involved in tasking and co-ordinating processes to varying degrees throughout the constabulary area. Work is ongoing to integrate CDRPs into the NIM process and ensure that priorities are better aligned.
- The Durham South BCU Inspection highlighted the following:
 - The very positive partnership arrangements are reflected in the recent successful bid for Beacon council status in relation to Darlington CDRPs. The partnership was assessed as 'outstanding' with the following summary: 'Darlington is the epitome of true partnership working, with all services housed under one roof and genuine multi-agency co-operation taking place on a daily basis. The police have made a huge commitment to the partnership both in resources and through joint funding and have reorganised so as to have coterminous boundaries with the council.'
 - Overwhelming evidence during this inspection illustrates that such commitment is not restricted to Darlington, but is evident across the BCU in all three CDRP areas. HMIC commends the BCU command team, particularly the BCU commander and the chief inspector (community and justice), for their commitment, dedication and considerable ability in supporting partnership working and helping to make these partnerships so successful.
- The Durham North BCU has introduced a scheme to tackle underage drinking through the targeting of off-licences which sell to under-18-year-olds. The scheme uses the identification of 'lot' codes to establish which off-licence sold the alcohol.
- A scheme targeting troublemakers and underage drinkers is proving a success in Sedgefield. Off-licence Watch has seen the local police team up with licensees in Newton Aycliffe and the surrounding areas. A number of people have been banned from off-licence premises for offences of buying alcohol for those under 18, shoplifting, etc. The scheme runs along the lines of Pub Watch.
- The Durham North BCU inspection also highlighted a number of other strengths:
 - Partnership working is clearly embedded in a number of areas, partly due to the nature of the environment (which attracts funding in key wards from a number of sources and directs joint working as a consequence) and partly because of the mature nature of the links already developed over time.

- The inspection team was encouraged by the ability of community beat teams to access the services required at the appropriate (practitioner) level. The commitment of the BCU at a more strategic level was also apparent.
- The chief executive of Easington District Council stated that there is a very strong commitment to partnership working. Examples of the strategic approach include the pooling of Neighbourhood Renewal Fund (NRF), Single Regeneration Budget (SRB), BCU, Home Office, Liveability and Building Safer Communities (BSC) funding to deliver partnership priorities and partnership co-location, which houses 60 staff from 12 separate organisations including a police data analyst and a partnership liaison officer.
- The creation of a joint police/council unit to tackle anti-social behaviour and the Easington initiative to respond to arson attacks, which has reduced vehicle arson by over 40%, provide notable examples of successful joint working.
- A framework for sharing information, gathering intelligence and action planning has been developed at a local level. The groups established within this framework link into tasking and co-ordination group (TCG) meetings.

Areas for Improvement

- CDRP performance against targets is variable. A significant number of targets were set, some of which have proved unmeasurable.
- The Durham North BCU inspection also made a number of suggestions and recommendations:
 - HMIC recommended that, in company with key representatives of the community, a project be commissioned by the BCU commander into partnership structures and operating procedures on Durham North with a view to streamlining and standardising them wherever possible. This should include specific outcomes on data sharing and intelligence-led activity and the development of a performance management framework to enable all parties to be held to account. This is seen as a multi-agency and cross-partnership issue, which has been brought to the attention of the Chief Constable and the chief executive. Rather than each partnership attempting to address this issue on an individual basis, the constabulary is seeking a more strategic cross-district arrangement. It is anticipated this will form a major theme within the forthcoming local area agreements.
 - The performance management framework is at various stages of development and the BCU/constabulary is encouraging the quick development of the framework.

3 Investigating Crime (Domain 2)

The head of the criminal investigation department (CID) sits on the ACPO homicide working group and ensures that the constabulary response to major investigations follows the ACPO murder investigation manual, the major incident room standardised administrative procedures (MIRSAP) manual and best practice. The constabulary major crime review policy was reviewed in 2004.

The investigative skills of all 1,200 operational officers is to be reassessed in a scheme to establish basic interviewing standards across the constabulary. The initiative, which applies equally to uniformed officers and detectives, is part of a strategy backed by ACPO, whose aim is to introduce a five-tiered skills framework nationwide.

A pilot scheme in which a dedicated team of specialist officers leads investigations into every house burglary in the Durham Constabulary area is to become a permanent feature of policing. The burglary support officers have helped recognise patterns of offending, identify targets and improve the quality of service given to victims.

The ACC (operations) takes an active lead in respect of hate crime. All incidents of hate crime are reported to chief officers on a daily basis. Hate crime and the outcome of investigations features at the race and diversity programme board chaired by the Chief Constable.

3A Investigating Major and Serious Crime

Fair

Strengths

- The head of the CID sits on the ACPO homicide working group and ensures that the constabulary response to major investigations follows the ACPO murder investigation manual, the MIRSAP manual and best practice. The constabulary major crime review policy was reviewed in 2004.
- The major crime resourcing policy identifies resourcing and training requirements in respect of major investigations.
- The constabulary has a dedicated major crime team supported by suitably qualified senior investigating officers (SIOs).
- All major investigations for homicide have been brought to a successful conclusion, with the exception of one undetected homicide relating to a murder in 1990. The case is currently subject to review.
- The HMIC protective services review highlighted that:
 - major crimes are considered and reviewed in the strategic assessment; and
 - review processes are in place, with evidence of actions on unresolved cases.

- A programme of SIO training has taken place in line with national requirements. Durham is identifying the short and medium term requirements in respect of the SIO development programme.
- In respect of major and serious crime, Durham compares well against both MSF and national averages across a range of indicators. The constabulary sits first or second in its MSF group in respect of the number of offences recorded in the following categories during 2004/05: murder, attempted murder, manslaughter, blackmail, kidnapping and rape. The picture is similar in respect of the detection of offences. This makes the county of Durham and Darlington one of the safest places in England and Wales.
- Initial response officers have been provided with an aide-memoire identifying their responsibilities at crime scenes. Junior detectives receive training in respect of crime scenes as part of the development programme. These initiatives are supported by a dedicated forensic trainer who provides appropriate training, including crime scene training, to operational officers.
- It is routine practice for the constabulary to undertake community impact assessments in respect of major and serious incidents. Durham has recent experience of establishing a critical incident gold group for a major investigation involving a doctor from the Muslim community.
- Following each major investigation, there is an operational debrief where good practice is captured and shared. Lessons learnt are addressed.
- Durham has held a seminar involving family liaison officers and members of the ethnic, gay and transgender communities.

Areas for Improvement

- While acknowledging the continued good performance of the constabulary when compared with other forces, Durham has seen increases in the offences of murder, rape and kidnap during 2004/05. Incidents of this kind are small in number and therefore subject to fluctuation.
- The constabulary does not subject major investigations to a detailed performance management framework. Accountability and scrutiny for the investigative maintenance costs and abstractions is delivered through the application of the major crime review policy.
- The HMIC protective services review highlighted:
 - the need to develop policy and practices in respect of Osman issues;
 - the need to develop proactive prevention activity; and
 - that no IAG framework was in place.

3B Tackling Level 2 Criminality

Fair

Strengths

- The ACC (operations) takes a proactive interest in level 2 criminality and, in addition to chairing the level 2 TCG, is a member of the regional TCG.
- The constabulary control strategy reflects the desire to tackle organised crime and there is a dedicated organised crime team with appropriate surveillance capability.
- Durham contributes to the development of the National Criminal Intelligence Service strategic assessment and to the regional tasking and co-ordination structures.
- There is evidence of effective joint-agency working to tackle level 2 crime, although some concerns exist over the current intelligence-sharing protocols. A pilot initiative has secured Government Office North East funding to establish an intelligence cell jointly resourced between the north east forces (Durham, Northumbria and Cleveland).
- Durham undertakes a number of joint operations with other agencies, including Operations Menology and Gangmaster working alongside the Immigration Service; Operation Sirdar with the National Crime Squad (NCS), Operation Jackal with the Regional Asset Recovery Team (RART); and Operation Jericho with the Government Agencies' Intelligence Network (GAIN) and the Regional Drug Intelligence Unit (RDIU).
- There is clear evidence of the disruption to serious and organised criminal networks, including Operations Yacca and Karaman, which focused on the supply of drugs – 30 targets were arrested with a positive impact on local communities. The percentage of detections in respect of trafficking in controlled drugs increased during 2004/05 to 99.6%.
- Tackling organised crime and terrorism feature in the constabulary control strategy.
- Durham has a dedicated organised crime team with appropriate resources in respect of surveillance capability and covert disciplines. The financial investigation capacity for the constabulary increased significantly during 2004. All investigations undertaken by the organised crime team feature asset recovery. An economic crime unit has been created following a BVR.
- There is an effective bidding process for level 2 resources that is well managed and appropriate.
- The constabulary is satisfied that referrals are appropriate and in the main are supported by level 2 resources.
- The HMIC protective services review highlighted the following:

- There are good sub-regional arrangements for information sharing and GAIN is a useful initiative. Appropriate use of Regional Intelligence Group (RIG) and RART.
- Following a BVR in 2000, a dedicated team has been established totalling 17 detective officers. There are strong level 2 resources within the constabulary and particular accolades for the financial investigation capability. As might be expected, some practitioners point to the need for further surveillance capability. The roads policing unit is well staffed but could focus more on level 2 criminality.

Areas for Improvement

- It is acknowledged that there is a gap in resources to tackle level 2 crime due to the national structure, ie the format and capacity of the Number 2 Region. The net effect is that the organised crime team is less able to support the BCUs, often for reasons that cannot be disclosed to officers.
- Durham has a witness intimidation strategy that is in the process of being redrafted.
- The HMIC protective services review highlighted the following:
 - Intelligence is being sought, although it is recognised that the BCUs' focus is towards level 1 issues and that the focus on level 2 activity is limited by resources at constabulary and regional levels. The impact on BCUs is being felt as level 2 targets are now being managed at level 1, with negative impacts and restricted capability/skills to take cross-border enquiries forward.
 - There is no evidence of IT interoperability on intelligence. The constabulary has a joint agency project, GAIN, aimed to draw agencies together to focus on key targets/cases and information sharing, and this had some limited impact on existing level 2 activity.
 - Targets are identified and pursued, but there are constraints in terms of the tactical capability at level 2 restricting the uptake of issues from level 1. There also appear to be active disincentives to pursuing level 2 targets, with evidence of packages not being adopted at level 2 and moved down to level 1 for actioning, despite being cross-border/cross-force. It is acknowledged that a long-running crime operation has impacted on this area.
 - The constabulary studies drugs markets to understand impacts on supply restrictions. Case review procedures are in place in accordance with national guidelines, but there is a recognition that more needs to be undertaken to establish 'what works'.

**3C Investigating Hate Crime and Crimes
against Vulnerable Victims**

Good	Stable
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Strengths

- The ACC (operations) takes an active lead in respect of hate crime. All incidents of hate crime are reported to chief officers on a daily basis. Hate crime and the outcome of investigations features at the race and diversity programme board chaired by the Chief Constable.
- Hate crime takes a high priority at the TCG, at both strategic and tactical levels.
- To facilitate the monitoring of hate crime, all incidents are 'flagged' on the constabulary incident recording system and subject to audit. Incidents are 'flagged' for the information of chief officers and BCU commanders.
- A new management information template has been introduced to provide information across a range of indicators to the race and diversity programme board. Indicators include racist incidents, arrests/cautions, victim satisfaction, stop checks and recruitment.
- BCUs have multi-agency liaison groups that form part of the LCJB communication strategy.
- The child protection policy is led by 'Working together to Safeguard Children'. The management framework for child abuse is captured within the vulnerability units following a BVR of child protection.
- Durham sits fourth nationally for detection of racially or religiously aggravated offences, with an overall detection rate of 57.1%. However, it is acknowledged that performance has declined during 2004/05 (-6 points).
- Detection rates for offences involving child victims continue to show excellent results, with Durham being a high-performing force in relation to both overall and sanctioned detection rates.
- A comprehensive diversity training programme, 'Excellence through Fairness', has been delivered to all staff. Officers within the vulnerability units receive specialist training as appropriate. The ACPO manual on hate crime is widely circulated and is readily available to staff.
- Comprehensive arrangements and protocols are in place between agencies to ensure that vulnerable victims and witnesses are kept informed in order to improve confidence.

Areas for Improvement

- The constabulary was awaiting the publication of ACPO guidance for the investigation of hate crime before updating current policy.
- The constabulary has no hate crime targets. It is acknowledged that performance has declined during 2004/05.
- There is concern that fewer offences of racially or religiously aggravated offences are being reported to the police, and the detection rates for both racist and homophobic incidents are falling. In addition, there has been a reduction in victim satisfaction levels. The North Area BCU has introduced the role of community cohesion officer, with the specific role of maintaining liaison with victims of hate crime. Attention is being given to the investigation of all hate crimes in order to improve detection rates.
- The number of domestic violence incidents increased during 2004/05. The percentage of incidents with a power of arrest where an arrest was made fell to 73%. The domestic violence policy has been subject to review. Recommendations from the National Centre for Policing Excellence health check are to be addressed.
- Durham is in the process of redrafting the missing persons incident report to reflect the recent changes in national guidance. The constabulary has instigated a review to identify an IT solution for the management of missing persons enquiries.

3D Volume Crime Investigation

Fair

Stable

Strengths

- The ACC (operations) is the chief officer lead for volume crime investigation and leads the constabulary project on the PIP. The ACC has actively driven this area, with a clear focus on the management of crime investigation.
- Constabulary and BCU control strategies identify the priorities for tackling volume crime. Assessment against performance is routinely reported through the strategic NIM assessments, together with analytical predictions of past and future performance.
- Detection rates for all key crime categories are above the national average. The overall detection rate for total crime remains above the MSF average, as does the rate for violent crime. However, both have seen reductions in the detection rates during 2004/05. The detection rates for domestic burglary and vehicle crime increased during 2004/05.
- Durham has a dedicated automatic number plate recognition (ANPR) team, which is deployed through the level 2 tasking process. ANPR was relaunched in May 2005 following acknowledgement that it was not being used effectively.
- Burglary support officers have helped recognise patterns of offending, identify targets and improve the quality of service given to victims.
- The Durham youth offending scheme was subject to a favourable joint inspection during 2004. Recommendations from the report appertaining to the police have been addressed. Police resources dedicated to youth offending teams are above the national averages.

Areas for Improvement

- Detection rates in respect of total crime (-0.6 points), violent crime (-7.5 points) and robbery (-8.6 points) have all shown decreases during 2004/05. The detection rates for domestic burglary, robbery, and vehicle crime are now below the MSF average in respect of both overall detection rates and sanctioned detections. The percentage of racially or religiously aggravated offences detected has also fallen during 2004/05.
- The percentage of notifiable/recorded offences resulting in a charge, summons, caution or taken into consideration at court is now below the MSF average and is equal to the national average.
- Durham acknowledges that it is not yet fully NCRS compliant, with some cultural issues still to be overcome (graded Amber in the 2004 compliance audit). Sergeants are undergoing accreditation training and seminars and presentations are planned for all staff.

- The constabulary is working towards the implementation of a centralised crime recording bureau and a new IT system is to be introduced in May 2005.
- The Durham South BCU inspection highlighted a number of issues:
 - The high proportion of case disposal by charge or summons is laudable. However, HMIC is concerned that the BCU may not be maximising opportunities to appropriately increase its detection rate by greater use of cautions and fixed penalty notices, and that it may be dealing with disposal by more bureaucratic means than necessary. The BCU command team should undertake research to ensure that such opportunities are not being missed.
 - The BCU has identified detection rates as an area for improvement. The detective chief inspector has a weekly meeting with the Crown Prosecution Service (CPS) to ensure that decisions regarding statutory charging are assessed and that improvements to police and CPS processes are identified and progressed. In addition, a converter team has been established to deal with DNA and fingerprint hits.
- The Durham North BCU inspection highlighted the following:
 - HMIC recommended that the BCU command team develop an integrated detection strategy to draw together all elements of this important area of policing and ensure that every opportunity is taken to maximise the BCU's capacity towards improved investigation. In response, the command team has developed a process to identify attrition points in the crime investigation process. This is resulting in improved performance.
 - While there are criteria for the allocation of crime (CID designated as dealing with burglary, serious assault, complex fraud, robbery and serious sexual offences, among others), evidence was provided of young-in-service uniform officers retaining serious crimes, with most enquiries seen through in their entirety without specialist assistance. There were systemic problems evident in the analysis and subsequent allocation of crimes and incidents.
 - HMIC recommended that the BCU commander, in conjunction with headquarters based specialist departments, satisfies himself that the composition and deployment of the proactive unit is appropriate for tackling the priorities published for Durham North, and that intelligence-led support is available to tackle level 2 criminality when required. The head of the CID has completed a review of the proactive units across the constabulary and the report was due for circulation in July 2005.

3E Forensic Management

Fair	Improved
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Strengths

- A new management structure has been introduced following a BVR that brings all scientific support services under the direction of the scientific support manager. The scientific support manager is now a member of the joint crime/operations conference and is fully engaged at level 2 tasking.
- A forensic strategy is now in place and is supported by a comprehensive investigation model that details the processes for turning DNA and fingerprint evidence into detections.
- Performance monitoring of forensic science is now focused on the key conversion rates highlighted in the police standards unit forensic improvement package Scientific Support Work Improvement Model (SWIM).
- Service level agreements are being developed with the BCUs, but with flexibility built in to allow effective response to emerging issues identified through the tasking process.
- The command and control system supports forensic retrieval through drop-down menus with initial action for call handlers and dispatchers. The intention is to introduce a central filtering process within control rooms prior to despatch of a resource – this will assist in highlighting incidents with a potential of forensic yield.
- Investment has been made in a dedicated forensic trainer who is providing support and guidance to area command. This, coupled with ‘Operation Converter’, is driving constabulary activity and ensuring improved performance.
- The performance of crime scene investigators (CSIs) will be monitored robustly and the new management arrangements will increase accountability. Performance issues will be picked up by the dedicated trainer.
- The percentage of scenes visited in respect of burglary dwelling and vehicle crime both increased during 2004/05, although in respect of vehicle crime the percentage remained below the MSF average. Both were above the national average. Durham is now achieving the constabulary performance target for DNA recovered from burglary scenes (7%); however, this remains below the MSF average of 8.4%. The percentage of fingerprint identifications from scenes of both burglary dwelling and vehicle crime are above the MSF average, although the percentage rate in respect of vehicle crime fell 8 points during 2004/05.
- CSIs are being brought back into centre. Extra funding is allowing the constabulary to look at a career pathway structure for CSIs, with pay/progression being linked to professional development and performance. Durham is looking to develop an accreditation process with the local university.
- The constabulary is engaging in a regional procurement exercise in order to

identify savings. Negotiation with the forensic science service has realised a saving of £360,000 (10%) on the forensic budget over the next three years.

- Scientific support staff are encouraged to seek accreditation through Council for the Registration of Forensic Practitioners (CRFP). A total of 80% of staff are already accredited, with a further 11% seeking accreditation.
- The headquarters submission team (prisoner DNA samples) has been recognised as one of the best in the country.

Areas for Improvement

- The TCG process should see CSIs and supervisors fully engaged in the daily tasking meetings and the fortnightly TCGs – it is acknowledged that this is ad hoc at the present time. The requirement to attend daily TCG meetings will be reinforced by a service level agreement which will come into existence with the centralisation of CSIs.
- The performance in respect of Converter dropped off after staff were abstracted, but has recently shown signs of improvement. This has reinforced the need to ensure that sufficient resources are directed to this area.
- Of concern is a reduction in the following key indicators: percentage conversion of fingerprint identifications to primary detections, percentage conversion of fingerprint identifications to total detections, percentage of DNA primary detections per match, and percentage DNA total detections per match. Durham is below the MSF and national averages for all indicators, and performance needs to show improvement.
- The Durham North BCU inspection highlighted a number of issues of concern:
 - There is little co-ordination with headquarters communications. Anecdotes were offered concerning the removal of attacked vehicles prior to CSI attendance. Some burglary dwellings – where a mandatory attendance policy exists – are also apparently ‘missed’ on occasion. This and other specific issues have been reviewed by a BVR of forensic management.
- The Durham South BCU inspection highlighted the following:
 - The Converter team raised concerns about the quality of the intelligence packages produced for them by the intelligence unit. This is limited to previous convictions and recent intelligence.

3F Criminal Justice Processes

Fair

Stable

Strengths

- The Chief Constable chairs the LCJB, which partner agencies acknowledge is working towards a cohesive partnership. Appropriate structures are in place to drive performance with the appointment of an LCJB manager, performance officer, and administrative support. A communications officer is to be appointed in the near future. The performance management group reports to the LCJB. This is now proving effective in improving performance.
- The probation service reports effective working relationships at the most senior level, with significant improvements in performance against targets. Lower level practitioner groups are working well and the police have been the lead agency on many of these. In respect of youth offending, the police have helped enormously in maintaining service level provision on a realistic basis.
- The criminal justice process is co-ordinated on three sites across the constabulary with overall direction from the headquarters criminal justice department. Each site is performance managed through an agreed performance framework. The framework allows for feedback to BCU managers in respect of performance, quality and timeliness, to be addressed at local level.
- A persistent and prolific offender scheme is in place and the constabulary now has a performance and governance structure to ensure effective activity and cohesiveness.
- Considerable change has taken place in respect of criminal justice processes with the introduction of statutory charging and co-location with the CPS (Glidewell) in South Durham.
- 'No Witness, No Justice' and the 'Effective Trial Management Programme' are well advanced and witness care units were to be established throughout Durham by May 2005.
- Police National Computer performance is good, with the constabulary ranked first in the MSF group. The DCC is the ACPO lead for this area.
- The DAAT is now fully engaged, with meaningful rehabilitation beginning to show benefits.
- Fixed penalty notices have been introduced. At the present time they are only issued within custody suites.
- Durham has supported the national initiative 'Operation Turnup', aimed at reducing the number of outstanding warrants.
- The Durham North BCU inspection highlighted that a positive aspect of prisoner processing was the prisoner handling team at Durham. Consisting of four uniform

constables, the unit made a real difference to throughput levels at Durham. The emphasis, however, was on quantity not quality, since no training had been given in respect of intelligence interviews or obtaining evidence for offences to be taken into consideration.

Areas for Improvement

- The investigative skills of all 1,200 operational officers are to be reassessed in a scheme to establish basic interviewing standards across the constabulary. The initiative, which applies equally to uniformed officers and detectives, is part of a strategy backed by ACPO whose aim is to introduce a five-tiered skills framework nationwide.
- There is a need for a stronger performance management regime between BCU performance and constabulary performance. Durham acknowledges a need to ensure that they are working towards the same targets. In support of this, a number of areas have been identified and appropriate forums held with relevant partners.
- A BVR of custody has been undertaken, with the intention to move to two designated custody sites within the constabulary area. It is intended that custody staff will be managed by the criminal justice department rather than by the BCUs. There is acknowledgement that the standard of custody provision varies at the present time.
- The Durham North inspection highlighted that custody officers are supported by police staff detention officers, except at Consett where they have been forced to overcome numerous handicaps. The revised performance management framework has identified specific issues regarding the application of the Police and Criminal Evidence Act. The command team recognises the staffing issues at Consett and is actively pursuing the transfer of prisoners from this locality to the Durham custody centre.
- The Durham South BCU inspection highlighted three areas of concern in relation to custody arrangements:
 - The bail management system is unreliable and is dependent on individual commitment and personal efficiency rather than being systematic and accurate.
 - Risk assessments relating to those being detained were not rigorously assessed, but rather the process appeared automated and the custody record endorsed without real consideration of the issues involved.
 - Custody sergeants are operating alone at night although several cells are occupied. This presents health and safety risks both to the sergeants operating under this system and to those detained under their care.
- HMIC recommended that the BCU command team review the custody arrangements, to ensure that appropriate working practices and procedures are implemented to support this crucial area of work.

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October 2005*

- A concern expressed in relation to criminal justice across Durham was the inability to increase the number of police staff posts. Evidence was given of administrative posts being undertaken by police officers, which is not cost effective or an appropriate use of resources.
- The CPS highlighted some tensions around joint performance management, with a belief that the police should concentrate their efforts around the quality and timeliness of files.

4 Promoting Safety (Domain 3)

The constabulary's year-long StreetSafe campaign to curb anti-social behaviour and boost public reassurance has been praised by the Prime Minister. The 1,400 actions undertaken to date during the campaign have made a significant impact in reducing crime and disorder. Improvements have been made after a series of measures taken by police and other agencies, including local councils, the youth engagement service and private landlords.

Commitment to reducing anti-social behaviour is outlined in both the constabulary and police authority visions and is reflected through the LSPs' and CDRPs' strategic agendas. Comprehensive multi-agency anti-social behaviour action plans are in place. Anti-social behaviour co-ordinators are employed within each CDRP.

4A Reassurance

Good	Stable
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Strengths

- The principal delivery vehicle for public reassurance is StreetSafe, the constabulary reassurance strategy. The stated aim for this strategy is to harness the energies of stakeholders within Durham Constabulary to address crime, the fear of crime, anti-social behaviour and quality of life issues, which contribute to a feeling of vulnerability. Launched in May 2004, StreetSafe is divided into four main themes: presence in the community, environmental, effective response, and communication and public engagement.
- A joint community safety accreditation scheme has been developed in partnership with Cleveland police (local authority wardens).
- Working under the youth issues umbrella is an Anti-Social Behaviour Order unit to develop individual cases and prepare the ground for a formal application, thus taking the burden away from front-line staff.
- An area of good practice identified in the Durham North BCU inspection was the licensing unit, which has undertaken a number of initiatives including ancillary funding for police officers from licensees across the BCU, a revamped Pub Watch scheme that has resulted in 104 persons being barred from premises in recent months, a joint drugs education scheme with local authorities operating in both pubs and nightclubs (supported by the effective use of a funded passive drugs dog), and a briefing presentation to officers on the forthcoming reforms of the new licensing act. The unit was actively involved in a problem-solving approach to preventing potential disorder problems at a new nightclub development.
- The Durham North BCU inspection also highlighted the following:
 - The PCSOs interviewed were positive and committed individuals.
 - The PCSOs are district-based (some are jointly funded with local CDRPs) and are aligned to community beat team inspectors and their teams. They were clearly integrated on the BCU and play a significant role in the StreetSafe

initiative (one consideration in the North BCU's response is to allocate specific beat areas to PCSOs).

- The Durham South BCU inspection highlighted a number of strengths:
 - The BCU commander and chief inspector (area community and justice manager) are both very highly considered by partners and are acknowledged to be leading, managing and driving forward a number of strategic partnership issues. They understand the need to ensure that BCU interests are fully represented and that the new funding arrangements (through Safer and Stronger Communities) are complementary to the good work being undertaken on community safety – seeing this change to represent an opportunity rather than a threat.
 - All partnership meetings were well attended and invariably had appropriate representation by partner agencies including the police (over 40 different meetings at various levels are attended by the police). The strong commitment made by the BCU to attend this number of meetings at all levels is laudable, and this is matched by the enthusiasm and strong participation in community safety-based initiatives witnessed during the inspection. These include StreetSafe and Nightsafe, a multi-agency initiative to reduce alcohol-related violence, nuisance and disorder.
 - The very positive partnership arrangements are reflected in the recent successful bid for Beacon council status in relation to Darlington CDRPs. The partnership was assessed as 'outstanding'. HMIC commends the BCU command team, particularly the BCU commander and the chief inspector (community and justice), for their commitment, dedication and considerable ability in supporting partnership working and helping to make these partnerships so successful.
 - Special constables work constructively with both core and community beat officers and a good working relationship has also developed with PCSOs. The inspection team was impressed by the attitude and commitment of those interviewed. Members of the Special Constabulary felt valued by operational colleagues and stated that there was a good rapport. The constabulary has introduced a bonus payment scheme for special constables in recognition of their good work and this has been well received.
 - As would be expected, given this BCU's strong partnership commitment, PCSOs are appropriately deployed, working alongside community beat officers and relevant partner agency staff on high-visibility patrol and quality of life/public reassurance initiatives.
 - All members of staff seen during the inspection spoke highly of PCSOs, including members of the Special Constabulary who were enjoying working closely with them.
- The constabulary is to introduce a payment scheme for special constables.

- BCS data showed improvements in respect of worry about burglary, worry about car crime, worry about violence and feeling of public safety. Fear of crime in respect of all categories, with the exception of feeling of public safety, were below the MSF, regional and national averages. This is good performance and demonstrates the impact that StreetSafe is having in the Durham Constabulary area.
- The percentage of domestic burglaries, where the property has been burgled in the previous 12 months, remains significantly below both the MSF and national averages.
- The percentage of domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months fell during 2004/05 and remained below the national average.

Areas for Improvement

- BCS data showed Durham to have a higher level of concern regarding public safety than the MSF average.
- The Durham North BCU inspection highlighted the following:
 - No police station is open to the public after 20:00 hours. The position at some stations on the taking of crime and road accident reports is for front-counter staff to refer the caller to a police officer. Evidence was heard about members of the public who attend police stations being sent home pending the arrival of a police officer when none are readily available. In terms of reassurance, this appears counterproductive.
 - In the opinion of HMIC, the uniform volunteers on Durham North should be more effectively integrated into intelligence-led policing on the BCU. He recommended that a specific action plan be drawn up which maximises the potential offered by both the Special Constabulary and the PCSOs, including a defined leadership structure and a suite of performance indicators that accurately capture the contribution made by such members. The constabulary has initiated a working group through headquarters community safety to develop a document for the future of policing, to include PCSOs and other members of the extended police family. The rank structure for the Special Constabulary has been clearly defined and performance captured through the performance management framework.
- The Durham South BCU inspection highlighted the following:
 - There was a strong recurring theme that beat officers, the CID and core (24/7 response) officers tended to work in isolation from one another, with little information sharing and minimal integrated working. This was more evident at Darlington than the outer stations, but was still a factor in all stations visited.
 - HMIC recommended that the BCU command team review the structures, roles and responsibilities in respect of core, community beat, community safety and

CID staff, to accommodate the new shift pattern (once agreed) and to ensure more effective and integrated working arrangements across the BCU.

- The main area of concern cited by special constables was that they are having some difficulty accessing radios when they attend for duty. HMIC urged the BCU management team to review the allocation of radios to members of the Special Constabulary.
- The percentage of domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months was above the MSF average.

4B Reducing Anti-Social Behaviour and Promoting Public Safety

Good

Stable

Strengths

- Commitment to this area is outlined in both the constabulary and police authority visions and is reflected through the LSPs and CDRPs strategic agendas. Comprehensive multi-agency anti-social behaviour action plans are in place. Anti-social behaviour co-ordinators are employed within each CDRP.
- Anti-social behaviour is a priority outlined in both the BCU policing plans and control strategies.
- One of the principal aims of the StreetSafe strategy is to harness the energies of local communities, partners and the whole of Durham Constabulary to address anti-social behaviour.
- The constabulary has taken a number of positive actions aimed at reducing anti-social behaviour including the following:
 - StreetSafe delivery plans provide a comprehensive approach to tackling anti-social behaviour.
 - BCU funding is heavily focused on anti-social behaviour.
 - Multi-agency action days take place, eg truancy sweeps/drug action teams.
- Durham has introduced a multi-agency problem-solving model, and accountability meetings are held every six weeks with the community inspectors. The meetings include the sharing of good practice.
- Anti-social behaviour can be recorded on the perception of the individual, rather than on prima facie evidence.
- Durham has a roads policing strategy that moves away from the old 'traffic' philosophy. The strategy is based on three main themes: casualty reduction, public reassurance, and denying criminals use of the roads.
- The constabulary has seen a reduction in the number of killed or seriously injured victims and is on target to achieve its 2010 target.
- There is clear evidence of effective partnership working targeting road safety issues. An example of this is the targeting of 'boy/girl racers'. Community officers have interacted with this hard-to-reach group and a legal 'cruise' has been arranged which is supported by the local authorities in respect of advertising and the running of the event.

Areas for Improvement

- The Durham North BCU inspection highlighted the need for the BCU commander to incorporate nuisance/disturbance and anti-social behaviour incidents into the performance reviews conducted with the community beat teams. Such incidents have subsequently been incorporated in the NIM priorities and feature accordingly in the performance reviews of community beat teams.

5 Providing Assistance (Domain 4)

A restructure of the communications department has taken place which has drawn close scrutiny from the police authority. Improvements are starting to be shown and a performance framework is in its infancy.

Arrangements in respect of drawing BCU staff for force-wide operations are appropriate and are co-ordinated by the operations department. Durham is skilled in this area due to the frequency of VIP visits. The division continues to skill staff in an effort to reduce the demands placed on the BCUs for pre-planned operations.

Durham has a roads policing strategy that moves away from the old 'traffic' philosophy. The strategy is based on three main themes: casualty reduction, public reassurance, and denying criminals use of the roads.

5A Call Management

Fair	Improved
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Strengths

- A restructure of the department has taken place which has drawn close scrutiny from the police authority. Improvements are starting to be shown and a performance framework is in its infancy. The leadership being shown by the head of department is driving improvement.
- A single non-emergency number has been introduced which has improved accessibility and reduced public complaints. Details of the non-emergency number were sent to every household in the Durham Constabulary area.
- The constabulary has clear standards and guidelines for graded response.
- A pilot help desk was introduced during 2004 and evaluation is ongoing. The provision of the desk has been well received by staff. The constabulary also has two telephone investigation units (one in each BCU).
- A number of indicators show improvements in performance in recent months, including an average of 93% of non-emergency numbers answered within 20 seconds, 92% of the public satisfied with initial police contact, and a reduction in sickness levels. It is acknowledged the constabulary has only limited performance indicators due to a lack of supporting IT.
- The department has a dedicated trainer who is effective in delivering training across the business area.

Areas for Improvement

- Call management has been highlighted as a concern for the constabulary. A restructure of the department has taken place which has drawn close scrutiny from the police authority.

- Version 2 of the call-handling strategy has been circulated for discussion – the constabulary is developing corporate standards regarding contact management.
- A series of performance indicators is being developed through the communications user group and a performance framework is in its infancy. Qualitative data is not available at the present time.
- IT has been acknowledged as an area of weakness and is preventing the constabulary from improving the quality of service given. The delays in the introduction of a new command and control system is having an impact on performance and is also affecting areas such as the rostering of staff and training. A new software package system for tasking and operational resource management (Storm) will be phased in over the next 12 to 18 months.
- A BVR of call handling and community engagement is to be undertaken.
- Performance in respect of the percentage of 999 calls answered within local target time (10 seconds) fell slightly during 2004/05 to 90.8%. However, this figure remains above both the MSF and national averages.
- The size of the south communication centre is an issue, restricting the ability to increase staffing levels at periods of high demand. The switchboard is located separately from the main room, preventing integration of staff and making management arrangements difficult.
- The Durham North BCU inspection highlighted a number of issues:
 - In terms of demand management, in the words of one senior officer, 'It's not done very well.' HMIC recommended that the shift patterns and deployment of all operational teams on the BCU be revised, with a view to achieving closer alignment to demand profiles, more effectively integrated teams and a better work/life balance for personnel. A review of shift patterns and the deployment of all operational staff has taken place and a new shift system will be introduced early in 2006. This should provide closer alignment to demand profiles and deliver a better work/life balance for staff.
 - With no constabulary command and control system yet in place, and in the absence of any standard operating procedures, headquarters communications staff are obliged to deal with three district logs and a paper based system which does not aid efficiency.
- The Durham South BCU inspection highlighted that a large number of officers interviewed raised concerns about the communications centre servicing the BCU, particularly the apparent lack of incident disposal other than by deploying an operational resource. The constabulary has undertaken a significant amount of work in this area, but chief officers acknowledge that there is still considerable development needed to modernise the service for both the external and internal customer, not least in systems and information technology.

5B Providing Specialist Operational Support

Good

Stable

Strengths

- The head of the operations division attends the constabulary level 2 TCG. The department holds its own level 1 TCG which is informed by representatives attending BCU level 1 meetings. All specialist resources are tasked through the NIM process.
- The head of division conducts accountability processes on a monthly and quarterly basis. These determine team and unit contributions to constabulary priorities.
- Arrangements in respect of drawing BCU staff for force-wide operations are appropriate and are co-ordinated by the operations division. Durham is skilled in this area due to the frequency of VIP visits. The division continues to skill staff in an effort to reduce the demands placed on the BCUs for pre-planned operations.
- The firearms logistics office has responsibility for policy and procedures in respect of all firearms matters. All policies and procedures comply with the ACPO manual and Home Office codes of practice. The constabulary adopts a principle of 'health checking' all policies.
- Durham has a first-class firearms tactical training centre (co-located with Cleveland police) which is Centrex accredited. The constabulary has effective arrangements in place in respect of collaboration with neighbouring forces in respect of firearms incidents, the police standards unit, marine support, etc.
- Constabulary arrangements for armed response are identified through the threat and risk assessment. Durham has deployed dedicated baton gunners from April 2005.
- The Durham South BCU inspection highlighted that roads policing, dog support and firearms capability are provided by headquarters-based uniform operations rather than being devolved to the BCU. There appears to be a strong, 'on the ground' working relationship, but more formal requests for support emanating from the TTCG was less evident.
- The HMIC review of the codes of practice on the police use of firearms and less lethal weapons assessed the constabulary as fair. The review highlighted a number of strengths:
 - In terms of the promulgation of good practice, Durham has an established firearms operations group. The constabulary has established a critical incident forum, which allows for the sharing of experiences and identifies areas for improvement.
 - HMIC considered the approach to selection and training for Gold and Silver Commanders to be Good.

Areas for Improvement

- Development of a performance framework with respect to units such as contingency planning is ongoing.
- The HMIC review of the codes of practice on the police use of firearms and less lethal weapons assessed the constabulary as fair. The review highlighted a number of issues:
 - The threat assessment for the use of firearms is considered to be Good. However, HMIC is unable to determine how the link is made between the threat and risks identified, and the provision of armed capability.
 - In terms of standards of competence, accreditation and reclassification to achieve an assessment of Good, the constabulary needs to be compliant with the requirements and guidance to be issued by the National Centre for Policing Excellence in respect of training and accreditation.
 - HMIC considered the approach to selection and training for Gold and Silver Commanders to be Good. However, selection and training for Bronze Commanders was only Fair.
 - In terms of community impact assessments, Durham has recognised the process is not formalised and work is ongoing towards compliance by July 2005.
 - Durham has no trained post-incident managers and is to address this during 2005/06.

5C Roads Policing

Good	Stable
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Strengths

- Durham has a roads policing strategy which moves away from the old 'traffic' philosophy. The strategy is based on three main themes: casualty reduction, public reassurance, and denying criminals use of the roads.
- The roads policing unit is intelligence-led with the intelligence unit running at a 60% success rate for target profiles. The unit has a dedicated casualty reduction analyst. The local authorities attend the TCG and the tactical assessment is circulated to them in advance of the meetings.
- The number of road traffic collisions resulting in death or serious injury, both per 100 million vehicle kilometres travelled and per 1,000 population, remain significantly below the MSF average. However, the constabulary acknowledges the rise in respect of both indicators, which needs to be addressed.
- The constabulary has a dedicated collision investigation unit charged with delivering against the road death investigation manual.
- There is clear evidence of effective partnership working targeting road safety issues. An example of this is the targeting of 'boy/girl racers'. Community officers have interacted with this hard-to-reach group, and a legal 'cruise' has been arranged which is supported by the local authorities in respect of advertising and the running of the event.
- 'Operation Takeaway' is an intelligence-led operation involving the use of ANPR to target drivers known to be on the roads without insurance cover. Vehicles are subsequently insured or taken off the road.
- The HMIC protective services review highlighted the following:
 - Strategic assessment includes clear responses in terms of ANPR use to impact upon a cross-constabulary problem of distraction burglaries and drugs.
 - The roads policing unit tactical assessment includes evidence of target and problem profiles with an emphasis on casualty reduction and reassurance. Focus on level 2 criminality is limited, but there is clear evidence of direction in relation to constabulary patrol points in relation to activity.
 - The constabulary appears well placed in respect of trained/dedicated resources sufficient to meet predictable demands. Contingencies are less well considered.
 - There is compliance with the road death investigation manual and clear engagement with partners in respect of signage and civil engineering work to support casualty reduction.

Areas for Improvement

- There is acknowledgement that the performance framework based on the business plan and roads policing strategy for the unit needs to be developed. The department is looking to link accountability meetings to performance development review (PDR) and competency payments.
- The roads policing unit is looking to increase female representation within the department.
- Durham is looking to improve the quality of investigations into road deaths having identified this as an area for development. The PIP is to be introduced from July 2005.
- The protective services review highlighted the following:
 - Casualty reduction has been removed from the constabulary control strategy; and
 - the constabulary appears to have the capacity to meet predicted demand without impacting on BCUs. Protocols for coping with extraordinary demand are less clear, but depend upon established relationships with neighbouring forces in the sub-region.
- The rise of 3.35% in traffic collisions involving death or serious injury is based on low numbers of collisions; however, the increase needs to be addressed. The increase relates to serious injuries as opposed to fatalities, which are showing a 23.5% reduction. The constabulary remains on course to meet the 2010 traffic measure targets.

6 Resource Use (Domain B)

Durham has a human resource (HR) strategy and a costed HR plan that sets out activities and objectives approved by the HR panel. The plan sets a framework which includes resourcing, health, safety and welfare, race and diversity, and training and development.

The constabulary has captured all training within the costed training plan and this is fully costed using the national costing model. The plan is monitored strategically by the training user group who use an 'event priority scoring mechanism' to validate and prioritise training. The police authority is actively engaged in this process.

6A Human Resource Management

Good	Improved
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Strengths

- Durham has an HR strategy and a costed HR plan that sets out activities and objectives approved by the HR panel. The plan sets a framework which includes resourcing, health, safety and welfare, race and diversity, and training and development.
- Two major HR projects have been progressed during 2004: IPLDP (probationer training – a joint venture with Northumbria) and the National Strategy for Policy Information Systems (NSPIS) HR framework.
- A restructure of the department has taken place during 2004, which led to a combined personnel and development department in line with 'People Matters'. The restructure saw the introduction of BCU based personnel managers and trainers. All personnel managers are either Chartered Institute of Personnel Development (CIPD) qualified or seeking accreditation.
- The constabulary is progressing the purchase of the Consult Gee HR support package in order to provide online advice and support to HR practitioners and a 24/7 legal advice line if required.
- A new post of resource manager has been introduced and the post holder has introduced a revised promotion assessment process and is reviewing a range of policies and procedures as part of a resourcing strategy.
- Work has been undertaken to review workforce allocation via analysis of data and an external consultant has been engaged to review shift patterns and workforce distribution.
- Evidence of the effective prioritisation of resources was shown in the support offered to the communications department during a difficult period.
- The constabulary has a number of initiatives supporting flexible working practices including flexible working arrangement, job sharing, part-time working, parental leave, and a career break policy.

- Durham has a number of mechanisms in place aimed at supporting its workforce. The constabulary has Investors in People accreditation (reaccreditation in July 2004), a number of reward packages are in place, a cultural survey has been undertaken, a BVR of valuing and supporting people has been undertaken, and a number of support groups are in place including the female support association.
- Improvements in health and safety have been sought through the introduction of a new unit manager and a review of the function.
- Medical retirements for police staff fell significantly (78.3%) during 2004/05.
- The Durham South BCU inspection highlighted a number of issues:
 - Staff associations expressed the view that members of the command team were approachable and listened to their views. However, they feel that, although consulted on issues, decisions had invariably been made before their involvement.
 - The proportion of police officers in support roles is high. The constabulary has recognised the need for greater civilianisation, but the lack of available funding and the inability to use police officer salaries more innovatively are prohibiting such development.
 - There is clearly a single employee culture within Durham South BCU, police officers and police staff being supportive and working constructively together. The inspection team was impressed with the attitudes of staff and the positive working environment within the police stations visited.
 - The BCU command team has made absence management an element of the accountability process for all line managers. In addition, compliance with the force's attendance policy is reinforced with all line managers. A monthly meeting is convened to address sickness absence issues; however, to date, the lack of reliable management information has been a major impediment to sustained improvement.

Areas for Improvement

- The excellence model corporate review survey, undertaken in 2004, showed 60% of staff satisfied with the services provided by the personnel department.
- A revised and robust sickness management policy was introduced in 2003. However, police officer sickness increased by 9.2% in 2004/05 and police staff sickness by 16.3%. Medical retirements for police officers also increased during the year. To help address this and to improve performance, the constabulary is introducing 'well person' clinics.
- The job evaluation scheme for police staff is being reviewed to ensure it appropriately recognises and rewards post holders.

- The constabulary has recently implemented the integrated competency framework and has aligned PDR to the business planning year for 2005/06. It is intended to link the NSPIS HR framework and the PDR process at the earliest opportunity. The constabulary needs to ensure that PDRs are completed for all staff in a timely manner.
- The number of grievances is very low and the constabulary acknowledges that there may be some under recording, especially among female staff.
- Shift patterns are being reviewed with the assistance of external consultants to ensure that resources are matched with demand and comply with the working time directive.
- The Durham South BCU inspection made a number of suggestions and recommendations:
 - HMIC urged the BCU command team to continue in its efforts to acknowledge the good work done by staff and to ensure that, whenever appropriate, such acknowledgement is publicised widely across the BCU.
 - HMIC considered that the BCU command team should take steps to ensure that the new PDR process is fully utilised to link individual performance to BCU objectives, set SMARTS (specific, measurable, achievable, realistic, timely, stretching) action plans, and draw out training/development needs to better inform the BCU's training plans.
 - HMIC recommended that the BCU command team ensure that available information is analysed on a regular basis, to identify particular sickness absence problems or trends affecting the BCU and to action necessary remedial action.
 - HMIC encouraged the command team to reconsider the decision not to hold BCU health and safety meetings, as there are significant benefits from having an official forum for staff or their representatives to raise issues of concern, and to have actions appropriately recorded and monitored.

6B Training and Development

Good

Improving

Strengths

- The training strategy is fully compliant with Home Office Circular 53 and is linked to the HR strategy, outlining ministerial and constabulary objectives.
- The constabulary has captured all training within the costed training plan and this is fully costed using the national costing model. The plan is monitored strategically by the training user group who use an 'event priority scoring mechanism' to validate and prioritise training. The police authority is actively engaged in this process.
- A well-established client/contractor culture exists in Durham. The training user group is acknowledged as a client led group, and is described as a robust tool, by the manner in which it does business.
- The head of training has functional control of all training.
- The constabulary has adopted tools within managing learning, particularly in the concept of its six-stage training model. In respect of Diversity Matters, the constabulary has incorporated actions in response to its recommendations within documentation for the race and diversity programme board. The constabulary has responded to the recommendations contained within Training Matters by migrating these into the IDLDP project.
- Durham has a comprehensive and robustly monitored improvement plan, which has been produced in close co-operation with the police authority, and which has clear links to corporate goals. The majority of the recommendations have been signed off by the police authority as implemented either fully, or in part. In addition to the improvement plan, the constabulary's ongoing annual corporate plan initiatives include improvement actions in relation to the training function.
- The constabulary appointed an evaluation officer in October 2004 who works to a prioritised list of actions which are set by the training user group.
- Durham has established a new PDR system and has mapped all training courses to national occupational standards.
- The Durham South BCU inspection highlighted a number of strengths. The business manager represents the BCU at the constabulary led training user group, a strategic level meeting to identify and prioritise force training provision. The BCU has also commenced a training needs analysis to identify the BCU skill profile and determine necessary training requirements to support delivery of BCU objectives. This work is in its infancy but is essential to the development of the BCU. Area training officers (headquarters training staff) are allocated to each BCU to manage its training portfolio and these staff are assisting with the training needs analysis.

- The constabulary has published a training strategy with five strategic aims, including ensuring 'that approved and prioritised established needs at individual, team and organisational level are met'.

Areas for Improvement

- There is limited community involvement in training. The constabulary intends to develop this through the IPLDP programme and to migrate it to other training programmes over time.
- The constabulary needs to review budget arrangements for training, ensuring that it is driven by need. At the present time, the department is treated as a cost centre.
- The Durham South BCU inspection highlighted the following:
 - The BCU command team recognises that the PDR process should better identify training needs and, to facilitate this, line managers complete a learning needs form which they submit to the personnel manager for consideration and, as appropriate, progression to headquarters as a training bid.
 - Consideration of the BCU finances reveals that there was no allocated training budget for police staff during 2004/05 – training clearly being limited to that available through headquarters training. The potential lack of training opportunities is likely to result in less than effective use of these valuable staff and affect morale. HMIC urged the BCU command team to review the training budget in relation to police staff as part of the 2005/06 financial business planning.
- The Durham North inspection highlighted that the training strategy was undermined and recommended that a comprehensive training needs analysis be produced by the BCU before 1 January 2005, prioritising the requirements of both teams and individuals against the corporate needs of the constabulary. Such an analysis should form an ongoing part of the BCU's policing plans in the future.

6C Race and Diversity

Fair

Strengths

- The Chief Constable chairs the race and diversity programme board and provides clear leadership in the area of race and diversity.
- A revised race and diversity strategy has recently been produced with clear strategic objectives and accountabilities.
- The race and diversity programme board has a robust programme for monitoring, reviewing and amending policies and processes in line with new legislation.
- Durham has reviewed the race equality scheme in line with national guidelines. The chair of the Black Police Association worked alongside the racial equality council Darlington in developing the scheme. Extensive consultation was undertaken regarding the drafting of the scheme.
- The constabulary has established a working group reviewing issues identified in an internal cultural audit. Survey results indicate progress and improvements in service delivery and confidence in managers to address inappropriate behaviour.
- The director of Darlington and Durham Racial Equality Council (REC) and the police authority are members of the race and diversity programme board. Support associations including police federation, Unison, the BPA, female support association, and disability support and awareness group, are represented at the constabulary policy advisory group and the race and diversity programme board. The Durham gay support network has recently been established and will be represented alongside the other support groups.
- Members of the LCJB attend ethnic liaison meetings and use the meetings as an IAG sounding board, seeking comments on performance and feedback on draft policy proposals.
- The constabulary has implemented a fairness at work procedure that encourages the early informal resolution of grievances by line managers.
- The constabulary has achieved its BME target with 4% of police officer recruits being from minority communities, against a figure of 1.2% of the general population.
- The ratio of minority ethnic groups resigning to all officer resignations reduced during 2004/05 and is below the MSF (first) and national average.
- The percentage of female officers compared with overall force strength increased from 21.7% in 2003/04 to 22.3% in 2004/05. This is better than the MSF and national average of 21.1%, which places Durham Constabulary at the top of its MSF group.

Areas for Improvement

- The constabulary acknowledges that while positive action initiatives have taken place in respect of female and minority ethnic groups, more needs to be done in this area.
- The percentage of female police staff compared with total police staff, while increasing, remains below both the MSF and national averages.
- The difference between voluntary resignation rates of male and female officers increased during 2004/05.

6D Resource Management

Good

Stable

Strengths

- The annual planning cycle fully integrates operational planning with finance and resources and aligns these to the constabulary vision.
- The police authority has a medium-term financial strategy.
- The external auditor's annual audit letter for 2004 notes that all forces are vulnerable to police pension costs but that the police authority has built up a reserve to assist with funding these pressures. The authority's overall financial position will now benefit from the introduction of the new police pension funding arrangements in 2006/07.
- The constabulary has responded positively to the Gershon agenda and demonstrates good examples of partnership working with other forces across the region.
- The constabulary maintains its proactive approach to efficiency planning and activity-based costing and is engaged with continuous improvement. Examples include:
 - The development of a new estate strategy – a joint authority/constabulary working party has been established;
 - The procurement strategy is being updated; and
 - Use of the Chartered Institute of Public Finance and Accountancy finance self-assessment model.
- The Durham South BCU Inspection highlighted: The estate in Durham South was, in the main, of a good standard and ongoing refurbishment was taking place at the time of the Inspection.
- The Durham North BCU inspection highlighted: In terms of financial management, there is a weekly update at the senior management team (SMT) meeting, chaired by the BCU commander or his deputy. On a monthly basis, the BCUs business manager attends a budget clinic with the constabulary senior finance manager and accountant; the BCU commander attends these clinics on a quarterly basis. The meetings are minuted and the BCU has the opportunity to raise queries where appropriate. It was encouraging to note that training issues are included on the agenda.
- Estate management has seen a considerable investment by the constabulary in recent years, with new build police stations at both Peterlee and Seaham.

- In respect of efficiency savings the constabulary has exceeded the 2% target by having introduced a revised target of 2.65%.

Areas for Improvement

- Both BCU inspection reports have highlighted comparatively little is devolved to the BCU commanders in the constabulary in budgetary terms.
- The Durham South BCU inspection highlighted: Darlington police station is rather cramped and property storage is clearly a problem. The inspection team was concerned about the amount of property left insecure in police stations and a review of processes for accepting property at front counters is needed. The BCU command team has recognised this problem and HMIC welcomed the decision to conduct a full property review.
- The inspection also noted: The BCU has restricted financial freedom as few budgets are devolved. Such restriction makes it difficult for the BCU to develop progressive financial plans in support of the BCU business plan objectives.
- Financial management is mainly based on simple forecasting and accounting. The business manager has recognised the need to build a more strategic resourcing plan into the BCU business plan, and the impending increased devolvement (police staff salaries from July 2005) is seen as an opportunity to develop this process. The constabulary has recognised the need for further financial freedom and this will occur incrementally over the next three years.
- The constabulary is not on target to achieve its overtime reduction target and cite two main reasons, including an increase in the number of ministerial visits and the number of pro-hunt demonstrations that have taken place in recent months.

6E Science and Technology Management

Fair

Improved

Strengths

- The information services and technology (IS&T) department has an annual business plan that reflects the constabulary strategic priorities in order to support operational business planning.
- Major constabulary projects are delivered through the programme board chaired by the director of finance and administration (ACC equivalent) and are subject to evaluation as part of their project plans. In respect of smaller projects, the head of IS&T has an accountability meeting with the director of finance on a six weekly basis. The constabulary has appointed a superintendent to be responsible for business change.
- The director of finance and administration has a quarterly performance review with the IST senior management team. A formal report covering people issues, finance, maintenance and support, and performance is prepared in advance of the meeting.
- Durham is part of the Cross Regional Information Sharing Protocol (CRISP) consortium. As part of the preparation process, the constabulary has developed a data repository that allows users to search across the six operational information systems with one query.
- The constabulary has recently installed NSPIS HR, Agresso finance system, and the automatic vehicle location system. Durham is in the process of introducing a number of new systems including: command and control, case and custody, the National Management Information Service, e-mail archiving, video conferencing, and crime and property. Where appropriate, links between these systems have been identified and are being developed.
- The computer branch has been awarded the charter mark quality award.
- The radio workshops hold the ISO 9000 quality award and are audited twice a year to ensure compliance with the standard.
- The computer branch complaints system and the interactive house section of the internet site have been commended by the office of the Deputy Prime Minister.
- The police authority is investing heavily in order to update IT with £3.782 million allocated during 2004/05. Further investment will take place during 2005/06.
- The IST department participates in ACPO benchmarking exercises. Action plans have been drawn up to implement suggestions and recommendations for improvement.
- Durham has a dedicated information security officer who works in the professional standards department. The constabulary is working towards BS7799.

Areas for Improvement

- Durham is using the 2002/07 IS&T strategies, which are currently being rewritten to update them.
- Proposed changes in the governance of the IS&T department will provide a clearer focus in determining priorities and ensure that the department is able to meet business demands. Part of the role of the new IS&T investment board is to enforce a formal IS&T planning cycle.
- The constabulary is experiencing frustration in the delivery and implementation of new IT systems. This is due in part to failures on the part of service providers (mainly NSPIS products) to meet deadlines and has the ability to impact on the morale of front-line staff. This is a major concern and frustration of staff throughout the organisation.
- The BCU inspections highlighted a number of areas for improvement:
 - The SMT recognises that it has not yet completed the remodelling of the BCU and that there is still considerable work to be undertaken, not least in respect of the SMT identifying the IT required to support the BCU.
 - The lack of facilitation of community intelligence is causing some community units to develop their own systems for storing intelligence. While not investigated in detail, it would appear some community units are generating their own databases and 'withholding' items from the main intelligence unit (in some cases on community beat teams, due to antagonism towards the activities of the proactive unit). This is dysfunctional and could be a breach of Data Protection and Freedom of Information Act protocols. This is an issue to be dealt with as part of NIM compliance.
- Durham uses the business continuity procedures developed for the millennium. However, a new project is being set up to develop business continuity procedures for all the new systems being introduced to the constabulary. The procedures are not tested on a regular basis.
- BCU staff have some frustrations over the number of desktop computers available for use. The constabulary does not monitor the use of computers at the present time so is unable to challenge the perceptions of staff. An IT priority list has been identified by the Durham North BCU.
- The constabulary website is not an effective communication tool and does not provide an effective interface with the community. Information on the site is outdated and clarity is needed over who has responsibility for maintaining the site. It is acknowledged that there are a number of good features included in the website, ie members of the public are able to apply for jobs via the website.
- There is a lack of understanding of the need to involve IT in all constabulary projects at an early stage.

- While not the responsibility of the IS&T department, IT training is a significant challenge for the constabulary and impacts on service delivery. Extra classrooms have been provided in order to meet demand, but delays in the implementation of systems have resulted in the postponement of some courses. This is not cost effective and does not support service delivery.

6F National Intelligence Model

Fair

Improved

Strengths

- The ACC (operations) is the chief officer lead for NIM structures and processes and chairs both the strategic and tactical level 2 TCGs. The NIM implementation board is chaired by the director of intelligence. The board is responsible for implementing the ACPO NIM minimum standards.
- The constabulary control strategy is integrated into the corporate plan and progress against all priorities will form part of the accountability meetings held between chief officers and BCU commanders/heads of departments.
- The level of resources within the intelligence function across the constabulary was subject to critical scrutiny at a recent business planning day.
- The Durham South BCU inspection highlighted:
 - A strategic threat assessment is produced on a 12 monthly basis by the BCU and is of a good standard. The resulting control strategy has seen a six monthly review and from April 2005 has identified six main areas to address.
 - The inspection team observed a TTCG meeting that was professionally conducted, with the chair displaying a clear understanding of the operational issues facing the BCU and a determination to support front-line staff tackling criminality and disorder.
 - All briefing rooms have appropriate computer systems available to ensure those undertaking the briefing are able to make effective use of the intelligence packages produced. During the briefing, information can be displayed on large screens for all staff to view, but it was disappointing that this facility was not always utilised.

Areas for Improvement

- The ACPO NIM assessment 2004 made a number of recommendations to ensure compliance with minimum standards. An implementation plan was produced monitored by the constabulary programme board.
- The Durham South BCU inspection highlighted a number of issues in relation to NIM:
 - Several of the control strategy priorities are made up of a number of crime areas which are not highlighted within the strategic threat assessment as posing a significant threat for the BCU. Their inclusion broadens the priorities for the BCU, loses focus and creates significant additional work for analytical staff.

- The BCU command team was encouraged to review the current control strategy, to ensure it clearly and accurately reflects the key priorities for the BCU, to enable the TTCG to focus on the main issues causing the greatest problem for the BCU, as identified through the strategic threat assessment.
- The BCU command team was encouraged to review proactive capacity/accessibility to ensure sectors are able to benefit from such valuable support.
- HMIC considered that a full review of the analytical requirements of the BCU was required, to ensure appropriate use of analysts' and researchers' skills and to maximise existing capacity, to enhance the timeliness and usefulness of intelligence products.
- HMIC urged the BCU command team to satisfy itself that divisional management unit (DMU) personnel are appropriately trained to fulfil their new role, and that a longer term strategy is developed to address the 'weeding' requirements of the BCU.
- HMIC urged the BCU command team to satisfy itself that staff have sufficient training and accessible IT to maximise intelligence submissions.
- The briefing format consisted of structured information against each control strategy priority, including previous crime patterns, hot spots, target offenders and some tasking. Once again, due to the breadth of control strategy, this often resulted in lengthy briefing items using out of date information (the documents are only prepared three times per week). The inspection team was disappointed at the limited attendance and involvement at core briefings of CID and beat officers. Improved attendance could provide greater focus on intelligence requirements and encourage more integrated working between the teams.
- HMIC recommended that the BCU commander undertake a comprehensive review of intelligence-led policing structures, processes, priorities and equipment to maximise the effectiveness of NIM products (including briefing).
- The Durham North BCU inspection had also highlighted a number of concerns in respect of the NIM process:
 - Having observed briefings at more than one site on the BCU, the inspection teams have serious concerns regarding their structure and content. To address this, the BCU has adopted a standardised briefing model.
 - Operational officers are losing faith in the intelligence unit's ability to produce what they need in a timely manner. Recent feedback indicates the quality of intelligence has improved and is now timely.
 - There was a firm commitment among the SMT to the ethos of the NIM as a method of working. It is unclear whether this cascades through the rest of staff on the BCU – very possibly due to a lack of understanding. At the time of the

inspection, the BCU was not utilising the mechanisms of the NIM in an effective manner. The process lacked any credible feeling of accountability and this is translated to staff by evidence of the scant attention that is being given to taskings etc. The SMT needs to be more involved in driving attributable activity. HMIC recommended that the BCU carry out a wholesale revision of its NIM systems and processes, with an objective of implementing a streamlined and accountable system, based on national best practice. As a result, the BCU has streamlined the number of priorities. This has required some cultural issues to be addressed. The process has allowed the reinforcement of the NIM process and a movement away from a concentration on burglary dwelling, vehicle crime and drug crime.

7 Leadership and Direction

The Chief Constable and DCC have undertaken a number of presentations outlining the constabulary vision. The presentations have been well received by staff.

The 'Aiming for Excellence' philosophy remains directed at community focused policing. The values supporting the philosophy are appropriate, focusing on leadership and accountability, intelligence, and public confidence.

For 2005/06, the business planning process and the performance management framework will be tied together to provide a more seamless mechanism for integrating planning and performance.

The constabulary acknowledges there is a need to develop the performance framework further. This is particularly relevant to the headquarters departments. While it is acknowledged that good progress has been made with the processes introduced, there remains a need to manage a shift in culture across the organisation.

7A Leadership

Good

Strengths

- There is good continuity within the chief officer team with a strong commitment to the Aiming for Excellence philosophy.
- The constabulary continues to promote high professional standards from its staff.
- The Chief Constable and DCC have undertaken a number of presentations outlining the constabulary vision. The presentations have been well received by staff.
- The 'Aiming for Excellence' philosophy remains directed at community focused policing. The values supporting the philosophy are appropriate, focusing on leadership and accountability, intelligence, and public confidence.
- There is a cohesion between the police authority plan, the constabulary vision and the delivery plans which are now Policing Performance Assessment Framework (PPAF) based with identified outcomes.
- The constabulary continues to perform well against the key crime indicators, sitting first in its MSF group in respect of recorded crime. National assessments also show Durham to be performing well in respect of citizen focus and offences brought to justice.
- Strong emphasis has been placed on leadership. All staff have undertaken a transformational leadership programme. The constabulary has invested in the Leadership Development Programme (LDP).
- Arrangements are in place in respect of rewarding staff, both police officers and police staff, for good performance.
- There are effective and constructive relationships between chief officers and the staff associations and unions.

- The constabulary reassurance strategy is delivered through StreetSafe, which has been widely embraced by all partner agencies and staff.
- A customer focus programme board is chaired by the ACC and focuses on the strategic development of customer service issues.
- The annual planning cycle fully integrates operational planning with finances and resources and aligns them to the constabulary vision.
- A performance management framework is in place, holding senior management teams to account. There is measurement of team-based and individual performance through the PDR process.
- The Durham South BCU inspection highlighted:
 - The command team recognised that its visibility was likely to be a major concern and introduced a co-ordinated programme of visits to all stations. In addition to scheduled visits, senior officers are expected to go on patrol with staff during late turn shifts. Regular visits are undertaken and in particular the BCU commander's commitment to patrolling with staff is outstanding.
 - Overall, staff had confidence in the command team, understood the heavy workloads involved in running a large BCU, and expressed the view that all members are approachable and supportive. Without exception, the BCU commander's efforts were praised by staff, many stating: 'He never goes home and is always on patrol'.
 - HMIC commended the efforts of the BCU command team to be visible and supportive of staff and, in particular, the commitment of the BCU commander was applauded.
- The findings were mirrored in part during the Durham North BCU inspection: The SMT has demonstrated a collective willingness to take positive action when required. Although most staff did not feel rewarded or recognised by the SMT, all staff interviewed – with few exceptions – stated that they found SMT members approachable and accessible, even on sensitive issues.

Areas for Improvement

- The restructure of the BCUs during 2004 continues to have an impact. There have been a number of significant changes in respect of BCU senior management teams and departmental heads in recent months which will require effective management.
- There is an acknowledgement of the need for corporate development to drive the constabulary business to a greater degree.
- The IT department remains an area of concern and at the present time does not help drive the business.
- The Durham South BCU inspection highlighted: A number of those interviewed during the inspection cited the lack of command team visibility as a negative element of the restructure from three BCUs to one (the visibility of the BCU commander was however, commented on positively).

- Again this echoed the findings of the Durham North BCU inspections: Visibility outside of the BCU headquarters building was of more concern, despite the introduction of open forums. The majority of personnel interviewed had not seen, and did not expect to see, a member of the SMT outside of formal appointments at BCU headquarters. The new command team is now addressing this through a number of channels, including presentations to all staff, attending planned events, undertaking patrols at key times, and attending shift briefings on a pre-planned basis.

7B Strategic Management

Good	Stable
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Strengths

- The constabulary vision and values were reviewed in 2004 following the restructure, and the Aiming for Excellence philosophy is being revised. The vision for the constabulary reflects the government's reform agenda.
- The constabulary has a stated vision 'Aiming for Excellence' in community focused policing. In support of the vision are a number of values:
 - Durham Constabulary will be the best in community focused policing;
 - We will be responsive to community needs and inspire confidence in local policing;
 - We will be led by intelligence and deliver results through partnership and teamwork;
 - Leadership and accountability will drive performance;
 - We will respect, develop, empower and support our people; and
 - Our aiming for excellence philosophy will describe how we will deliver our vision and values.
- The Chief Constable and the DCC have made a number of presentations outlining the constabulary vision – the presentations have been well received by staff.
- There is a robust planning cycle beginning with a chief officer planning day. In December 2004, the constabulary used a decision analysis process using outside consultants to assist with the process of linking delivery of constabulary priorities with available resources.
- The performance management panel has an underlying working group chaired by a member of the police authority to ensure that the authority is fully informed in the planning process.
- The corporate plan for 2005/06 includes two distinct levels, one for delivery of service and another for development.
- BCU policing plans are developed following extensive consultation with local communities. Each BCU covers a number of CDRPs and CDRP priorities form the basis for BCU priorities.
- The Durham South BCU inspection highlighted: There has been significant disruption to staff, many of whom have had to cope with changes to working practices, more remote support/management arrangements, and some with relocation to a different workplace. The restructure has clearly consumed a significant proportion of the SMTs' time yet their operational commitment remains strong.

- This followed from the findings of the Durham North BCU inspection that highlighted: Despite the impact of the change programme, the vast majority of staff encountered were positive and motivated individuals who took pride in the force and their role within it. The migration to one BCU has undoubtedly been disruptive for many and in some areas dysfunctional for the teams involved. Although the impact on police staff has been more severe than for most operational personnel, there was no discernible discontent among any particular group of workers.
- The Durham South BCU inspection highlighted:
 - A comprehensive BCU business plan, supported by a detailed development plan, provides the appropriate framework for leaders within the BCU to take improvements forward constructively. The BCU commander has personally led this development, drawing together national issues (including the modernisation programme), force objectives and local priorities. Effective monitoring and review arrangements are in place within the BCU, managed by the performance and quality unit. Future inclusion of detailed financial and HR/training plans will help ensure that resources and skills are available to deliver all actions identified and documented within these plans.
 - The BCU command team meets quarterly with the force executive. This meeting, following European Foundation for Quality Management (EFQM) principles of continuous improvement, identifies pertinent issues affecting the BCU in relation to leadership, process management, communications, finance, welfare, and community outcomes.
- The constabulary enjoys a constructive and professional relationship with the police authority. The constabulary carries out a formalised induction process in respect of newly elected members.
- Chief officers have effective professional working relationships with the staff associations and unions.

Areas for Improvement

- There is a need to raise the profile of the corporate development department and ensure it drives the business and delivers on behalf of the BCUs and departments. There is a need to look at the staffing profile in order to achieve this.
- There is acknowledgement that the restructure of the constabulary has had an impact and is still bedding-in. There is a belief among some staff that the family spirit of Durham has been lost and that the constabulary is becoming more business like. Some staff are finding this difficult to accept and the reason behind the restructure needs to be explained if staff are to 'buy in' to the changes.
- Systems and processes have been identified as an area for improvement by chief officers with a number of ongoing projects. A number of programme boards have been closed down due to lack of progress.
- What characterised the BCU plan was the absence of any explicit targets for 2004/05, in contrast to much of the documentation available from partnership agencies.

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- The Durham South BCU inspection highlighted: During the inspection it was clear that consultation of inspectors during the drafting of the business plan was limited and most of those interviewed felt that they had not played a role in its development. As a consequence, they gave the impression that they were less enthusiastic about the actions needed to make it a success than they otherwise would have been.

**7C Performance Management and
Continuous Improvement**

Fair	Improved
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Strengths

- For 2005/06, the business planning process and the performance management framework will be tied together to provide a more seamless mechanism for integrating planning and performance.
- A new performance management framework was launched in June 2004, which formalised monthly accountability meetings between the ACC (operations) and BCU command teams, and quarterly meetings between all chief officers and the BCU command teams. Quarterly meetings are also held with the police authority performance management panel. An expanding management information pack is updated monthly in support of the process.
- The performance management system was highlighted as a priority for the constabulary. Chief officers acknowledge there was no effective performance structure in place 12 months ago. Good progress has been made, but it is recognised that there is still some way to go.
- Each year the constabulary is subject to an EFQM style assessment. Results are circulated to all command teams to inform the development of priorities in annual policing and business plans.
- The Durham South BCU inspection highlighted: The monthly performance review meeting between the BCU commander and the ACC focuses on continual improvement in relation to both crime reduction and investigation. This is followed by an accountability meeting between the BCU commander and the superintendent (operations) where issues raised at the first meeting are discussed and actions/initiatives in relation to the key performance indicators assessed. A series of cascaded accountability meetings between line managers and staff has recently been introduced to ensure that everyone within the BCU understands that it is their responsibility to improve performance across the BCU.
- The police authority's approach to Best Value has been reviewed following HMIC baseline assessment. Responsibility for carrying out BVRs now rests with a dedicated central team, freeing command teams to focus on operational priorities and introducing greater independence. The methodology for carrying out reviews has been revised to reflect Home Office guidance.

Areas for Improvement

- The constabulary acknowledges that there is a need to develop the performance framework further. This is particularly relevant to the headquarters' departments. While it is acknowledged that good progress has been made with the processes introduced, there remains a need to manage a shift in culture across the organisation.
- The constabulary recognises the promotion of performance data is not as it should be and needs addressing. There remain some limitations around IT and concerns regarding data quality.

- The Durham South BCU inspection highlighted:
 - To ensure that all staff are conversant with priorities pertinent to their roles, HMIC urged the BCU command team to develop a communications plan in conjunction with, and for delivery by, inspectors and equivalent police staff members.
 - While day-to-day tactical leadership by sergeants and inspectors was evident, staff lacked real focus and had no clear understanding of current BCU performance, or how it was intended to progress with more strategic development. As a consequence, most officers viewed their work in isolation of wider BCU achievement, and had little perception of what was important outside their immediate team, and even less understanding of developments in other areas of the BCU to where they were working.
 - The application of the 'accountability' process, other than that between the BCU commander and the superintendent, is inconsistent. HMIC recommended that the BCU command team reviews performance accountability processes across the BCU.
- The Durham North BCU inspection highlighted:
 - The absence of a clear performance culture was evident. No explicit targets were set for any operational teams on the BCU. Although the BCU commander was taking steps to change this, and while the majority of personnel were aware of the BCU priorities, there was no sense of what success actually looked like, or what other teams were contributing to the overall performance of the BCU, particularly the plain clothes proactive team. The BCU commander has introduced a performance management structure to support identified priorities.
 - The BCUs policing plan did not feature any specific targets to achieve for 2004/05 and some teams were clearly more attuned than others to the demands faced by all staff on the BCU. HMIC recommended that a performance management regime be developed, incorporating structured accountability meetings for sergeants and constables and standardised performance indicators for teams, which are reflective of the contributions made by operational personnel on the BCU. The performance management framework introduced now incorporates standardised performance indicators for all teams.
 - HMIC recommended that, in company with key representatives of the community, a project is commissioned by the BCU commander into partnership structures and operating procedures on Durham North, with a view to streamlining and standardising them wherever possible. This should include specific outcomes on data sharing and intelligence-led activity and the development of a performance management framework to enable all parties to be held to account. This is seen as a multi-agency cross-partnership issue and has been brought to the attention of the Chief Constable and chief executive.

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Appendix 1: Performance Tables

1A: Fairness and Equality							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (SPI 3a)	N/A	42.8%	N/A	49.8%	3 out of 4	48.6%	28 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided (SPI 3a)	N/A	59.2%	N/A	67.7%	4 out of 4	71.5%	33 out of 37
% of white users very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	56.9%	N/A	57.8%	3 out of 4	56.8%	22 out of 37
% of users from BME groups very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	43.6%	N/A	48.3%	3 out of 4	44.1%	31 out of 37
Difference between very/completely satisfied rates (SPI 3b)	N/A	13.3 pts	N/A	9.54 pts	N/A	12.7 pts	N/A
% of white users satisfied with respect to the overall service provided (SPI 3b)	N/A	79.9%	N/A	77.9%	1 out of 4	78.0%	14 out of 37
% of users from BME groups satisfied with respect to the overall service provided (SPI 3b)	N/A	74.2%	N/A	71.6%	1 out of 4	71.2%	18 out of 37
Difference between satisfied rates (SPI 3b)	N/A	5.71 pts	N/A	6.26 pts	N/A	6.8 pts	N/A
% of PACE stop/searches of white persons which lead to arrest (SPI 3c)	*	*	*	*	*	*	*
% of PACE stop/searches of persons from BME groups which lead to arrest (SPI 3c)	*	*	*	*	*	*	*
Difference between PACE arrest rates (SPI 3c)	*	*	*	*	*	*	*
% detected violence against the person offences for victims from BME groups (SPI 3d)	N/A	75.5%	N/A	47.7%	1 out of 4	24.7%	1 out of 34
% detected violence against the person offences for White victims (SPI 3d)	N/A	43.5%	N/A	26.4%	1 out of 4	34.6%	10 out of 34
Difference in violence against the person detection rates. (SPI 3d)	N/A	31.9 pts	N/A	21 pts	N/A	9.9 pts	N/A
Difference between PACE stop/searches per 1,000 white and per BME population	*	*	*	*	*	*	*
Racially or religiously aggravated offences per 1000 population	0.23	0.26	11.6 %	0.60	1 out of 5	0.70	3 out of 42
% detected racially or religiously aggravated offences	63.8%	57.1%	-6.6 Pts	46.4%	2 out of 5	36.4%	4 out of 43

1B: Neighbourhood Policing and Community Engagement							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of people who think that their local police do a good job (SPI 2a)	N/A	49.8%	N/A	46.0%	2 out of 5	48.6%	15 out of 42

* This data was not available at the time of inspection

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1C: Customer Service and Accessibility							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to making contact with the police (SPI 1a)	N/A	65.8%	N/A	68.2%	3 out of 4	65.9%	24 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to action taken by the police (SPI 1b)	N/A	53.3%	N/A	57.3%	4 out of 4	54.9%	28 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to being kept informed of progress (SPI 1c)	N/A	39.5%	N/A	39.2%	2 out of 4	38.8%	20 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to their treatment by staff (SPI 1d)	N/A	72.5%	N/A	70.6%	1 out of 4	69.5%	17 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to the overall service provided (SPI 1e)	N/A	56.8%	N/A	57.4%	3 out of 4	55.6%	21 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to making contact with the police (SPI 1a)	N/A	90.2%	N/A	88.4%	1 out of 4	87.8%	13 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to action taken by the police (SPI 1b)	N/A	76.5%	N/A	77.2%	3 out of 4	75.4%	21 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to being kept informed of progress (SPI 1c)	N/A	61.0%	N/A	57.2%	1 out of 4	58.5%	15 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to their treatment by staff (SPI 1d)	N/A	91.3%	N/A	86.8%	1 out of 4	87.8%	9 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to the overall service provided (SPI 1e)	N/A	80.2%	N/A	77.7%	1 out of 4	77.3%	13 out of 37
% of people who think that their local police do good job (SPI 2a)	N/A	49.8%	N/A	46.0%	2 out of 5	48.6%	15 out of 42
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (SPI 3a)	N/A	42.8%	N/A	49.8%	3 out of 4	48.6%	28 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided (SPI 3a)	N/A	59.2%	N/A	67.7%	4 out of 4	71.5%	33 out of 37
% of PA buildings open to the public which are suitable for and accessible to disabled people	*	36.1%	*	104.5%	4 out of 4	76.9%	34 out of 38

* This data was not available at the time of inspection

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2A: Reducing Hate Crime and Crimes Against Vulnerable Victims							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident (SPI 8a)	76.2%	73.1%	-3.1 Pts	74.2%	2 out of 4	55.7%	12 out of 28
% of partner-on-partner violence (SPI 8b)	80.3%	80.5%	0.2 Pts	80.2%	-	74.1%	-
Racially or religiously aggravated offences per 1000 population	0.23	0.26	11.6 %	0.60	1 out of 5	0.70	3 out of 42
% detected racially or religiously aggravated offences	63.8%	57.1%	-6.6 Pts	46.4%	2 out of 5	36.4%	4 out of 43

2B: Volume Crime Reduction							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) (SPI 4a)	6.6%	3.7%	-2.9 Pts	5.6%	2 out of 5	5.3%	9 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime (SPI 4b)	18.0%	17.2%	-0.8 Pts	18.5%	2 out of 5	17.9%	20 out of 42
Domestic Burglary per 1,000 households (SPI 5a)	11.29	9.79	-13.3 %	13.33	1 out of 5	14.40	16 out of 43
Violent crime per 1,000 population (SPI 5b)	12.14	12.83	5.7 %	22.28	1 out of 5	22.44	3 out of 42
Robberies per 1,000 population (SPI 5c)	0.45	0.30	-33.3 %	0.73	1 out of 5	1.68	4 out of 42
Vehicle crime per 1,000 population (SPI 5d)	11.94	9.29	-22.2 %	14.88	1 out of 5	13.99	11 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.32	0.32	1.1 %	0.75	1 out of 5	0.61	13 out of 42
Total recorded crime per 1000 population	81.76	79.54	-2.7 %	108.02	1 out of 5	105.37	5 out of 42
Violent Crime committed by a stranger per 1,000 population	3.06	12.83	319.4 %	7.22	4 out of 4	9.87	30 out of 34
Violent Crime committed in a public place per 1,000 population	0.00	0.00	0 %	9.85	1 out of 4	13.86	1 out of 34
Violent Crime committed under the influence of intoxicating substances per 1,000 population	0.00	0.00	0 %	4.36	1 out of 4	4.16	1 out of 32
Violent crime committed in connection with licensed premises per 1,000 population	0.00	0.00	0 %	1.72	1 out of 4	1.44	1 out of 32
% of domestic burglaries where the property has been burgled in the previous 12 months	3.6%	3.9%	0.3 Pts	10.7%	1 out of 4	8.3%	3 out of 37

* This data was not available at the time of inspection

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2C: Working with Partners to reduce crime							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) (SPI 4a)	6.6%	3.7%	-2.9 Pts	5.6%	2 out of 5	5.3%	9 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime (SPI 4b)	18.0%	17.2%	-0.8 Pts	18.5%	2 out of 5	17.9%	20 out of 42
Domestic Burglary per 1,000 households (SPI 5a)	11.29	9.79	-13.3 %	13.33	1 out of 5	14.40	16 out of 43
Violent crime per 1,000 population (SPI 5b)	12.14	12.83	5.7 %	22.28	1 out of 5	22.44	3 out of 42
Robberies per 1,000 population (SPI 5c)	0.45	0.30	-33.3 %	0.73	1 out of 5	1.68	4 out of 42
Vehicle crime per 1,000 population (SPI 5d)	11.94	9.29	-22.2 %	14.88	1 out of 5	13.99	11 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.32	0.32	1.1 %	0.75	1 out of 5	0.61	13 out of 42
Total recorded crime per 1000 population	81.76	79.54	-2.7 %	108.02	1 out of 5	105.37	5 out of 42

3A: Investigating Major and Serious Crime							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.32	0.32	1.1 %	0.75	1 out of 5	0.61	13 out of 42
Number of abductions per 10,000 population	0.051	0.017	-66.7 %	0.024	4 out of 5	0.016	27 out of 42
% of abduction crimes detected	66.7%	0.0%	-66.7 Pts	18.2%	2= out of 5	34.9%	15= out of 43
Number of attempted murders per 10,000 population	0.12	0.05	-57.1 %	0.13	1 out of 5	0.14	6 out of 42
% of attempted murder crimes detected	128.6%	133.3%	4.8 Pts	98.4%	1 out of 5	72.7%	2= out of 43
Number of blackmail per 10,000 population	0.051	0.	-100 %	0.13	1 out of 5	0.28	1 out of 42
% of blackmail crimes detected	133.3%	0.0%	-133.3 Pts	42.6%	N/A	26.2%	N/A
Number of kidnappings per 10,000 population	0.152	0.32	111.1 %	0.41	2 out of 5	0.53	11 out of 42
% of kidnapping crimes detected	111.1%	73.7%	-37.4 Pts	62.1%	2 out of 5	44.3%	6 out of 43
Number of manslaughters per 10,000 population	0.	0.	0 %	0.026	1= out of 5	0.025	1= out of 42
% of manslaughter crimes detected	0.0%	0.0%	0 %	525.0%	N/A	119.2%	N/A
Number of murders per 10,000 population	0.017	0.068	300 %	0.128	1 out of 5	0.138	12 out of 42
% of murder crimes detected	0.0%	100.0%	N/A	103.3%	3= out of 5	94.5%	13= out of 43
Number of rapes per 10,000 population	1.22	1.54	26.4 %	2.15	2 out of 5	2.65	3 out of 42
% of rape crimes detected	70.8%	60.4%	-10.4 Pts	40.1%	1 out of 5	29.5%	1 out of 43

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3B: Tackling Level 2 Criminality							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Violent crime per 1,000 population (SPI 5b)	12.14	12.83	5.7 %	22.28	1 out of 5	22.44	3 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.32	0.32	1.1 %	0.75	1 out of 5	0.61	13 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population (SPI 6c)	0.26	0.11	-58.7 %	0.43	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine (SPI 6c)	3.9%	22.2%	463 %	10.9%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin (SPI 6c)	32.9%	30.2%	-8.3 %	57.3%	N/A	43.7%	N/A
Number of joint operations between the force and NCS	*	*	*	*	N/A	3.94	N/A
Number of joint operations between the force and Revenue and Customs	1	*	*	*	N/A	6.78	N/A
No. of confiscation orders	12	15	25 %	8.3	N/A	43.16	N/A
Total value of confiscation orders	£320,508	£470,857	46.9 %	£326,300	N/A	£1,179,340	N/A
No. of forfeiture orders	10	1	-90 %	2.4	N/A	18.21	N/A
Forfeiture value	£19,334	£198	-99 %	£6,357	N/A	£79,822	N/A
Trafficking in controlled drugs per 1000 population	0.34	0.42	25.5 %	0.57	1 out of 5	0.45	24 out of 42
% detected trafficking in controlled drugs offences	90.0%	99.6%	9.6 Pts	97.0%	1 out of 5	91.7%	4 out of 43

3C: Investigating Hate Crime and Crime Against Vulnerable Victims							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident (SPI 8a)	76.2%	73.1%	-3.1 Pts	74.2%	2 out of 4	55.7%	12 out of 28
% of partner-on-partner violence (SPI 8b)	80.3%	80.5%	0.2 Pts	80.2%	*	74.1%	*
Racially or religiously aggravated offences per 1000 population	0.23	0.26	11.6 %	0.6	1 out of 5	0.7	3 out of 42
% detected racially or religiously aggravated offences	63.8%	57.1%	-6.6 Pts	46.4%	2 out of 5	36.4%	4 out of 43

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3D: Volume Crime Investigation							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% detected of vehicle crimes (SPI 7e)	9.5%	12.2%	2.7 Pts	13.8%	3 out of 5	10.1%	20 out of 43
% detected of violent crime (SPI 7c)	71.7%	64.2%	-7.5 Pts	55.5%	3 out of 5	49.5%	11 out of 43
% detected of domestic burglaries (SPI 7b)	17.7%	18.5%	0.8 Pts	19.5%	3 out of 5	15.9%	17 out of 43
% detected of robberies (SPI 7d)	33.3%	24.7%	-8.6 Pts	30.4%	4 out of 5	19.9%	22 out of 43
% of notifiable/recorded offences resulting in a charge, summons, caution or taken into consideration at court (SPI 7a)	0.0%	21.0%	N/A	22.8%	4 out of 5	21.4%	34 out of 43
% total crime detected	29.5%	28.9%	-0.6 Pts	28.5%	4 out of 5	25.7%	16 out of 43
% sanction detected of vehicle crimes	0.0%	8.7%	N/A	12.7%	5 out of 5	9.3%	32 out of 43
% sanction detected of violent crime	0.0%	41.5%	N/A	36.9%	2 out of 5	34.3%	14 out of 43
% sanction detected of domestic burglaries	0.0%	15.5%	N/A	17.4%	4 out of 5	14.3%	22 out of 43
% sanction detected of robberies	0.0%	23.0%	N/A	26.7%	4 out of 5	17.2%	20 out of 43
% detected racially or religiously aggravated offences	63.8%	57.1%	-6.6 Pts	46.4%	2 out of 5	36.4%	4 out of 43
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6a)	13190	12686	-3.8 %	23165	N/A	27381	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6b)	25.8%	26.9%	1.2 Pts	23.0%	1 out of 5	20.7%	4 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population (SPI 6c)	0.26	0.11	-58.7 %	0.43	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine (SPI 6c)	3.9%	22.2%	463 %	10.9%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin (SPI 6c)	32.9%	30.2%	-8.3 %	57.3%	N/A	43.7%	N/A

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3E: Forensic Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Burglary Dwelling - % scenes examined	90.0%	93.5%	3.5 Pts	84.6%	2 out of 5	85.4%	9 out of 42
Theft of motor vehicle (MV) - % scenes examined	38.0%	43.8%	5.8 Pts	45.6%	4 out of 5	40.1%	28 out of 42
% fingerprint recovery from burglary dwelling scenes examined	47.0%	52.0%	5 Pts	34.5%	1 out of 5	32.1%	5 out of 42
% fingerprint recovery from theft of MV scenes examined	48.0%	61.4%	13.4 Pts	52.0%	1 out of 5	48.9%	7 out of 42
% DNA recovery from burglary scenes examined	6.0%	7.0%	1 Pts	8.4%	5 out of 5	8.2%	31 out of 42
% DNA recovery from theft of MV scenes examined	11.0%	16.6%	5.6 Pts	16.9%	3 out of 5	20.1%	28 out of 42
% fingerprint identifications from recovery at burglary dwelling scenes	19.0%	24.1%	5.1 Pts	19.4%	1 out of 5	16.8%	5 out of 42
% DNA matches from recovery at burglary dwelling scenes	*	55.3%	N/A	35.4%	1 out of 5	35.5%	3 out of 42
% DNA matches from recovery at theft of MV scenes	*	36.8%	N/A	38.3%	4 out of 5	38.3%	21 out of 42
% fingerprint identifications from recovery at theft of MV scenes	35.0%	26.7%	-8.3 Pts	26.1%	2 out of 5	27.9%	20 out of 42
% conversion of fingerprint identifications to primary detections	57.0%	45.1%	-11.9 Pts	51.2%	4 out of 5	45.3%	26 out of 41
% conversion of fingerprint identifications to total detections (incl. secondary)	73.0%	63.5%	-9.5 Pts	102.2%	5 out of 5	82.5%	31 out of 41
% DNA primary detections per match	56.0%	37.8%	-18.2 Pts	67.4%	5 out of 5	49.5%	40 out of 42
% DNA total detections per match (incl. secondary)	77.0%	61.4%	-15.6 Pts	112.9%	5 out of 5	88.7%	36 out of 42

3F: Criminal Justice Processes							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6a)	13190	12686	-3.8 %	23164.6	N/A	27380.9	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6b)	25.8%	26.9%	1 Pts	23.0%	1 out of 5	20.7%	4 out of 42
% of arrest summons entered onto the PNC in one day (target 90%)	77.6%	89.4%	11.8 Pts	82.0%	1 out of 5	82.0%	7 out of 43
% of court results entered onto the PNC in 10 days	71.4%	84.8%	13.5 Pts	69.2%	1 out of 5	54.5%	4 out of 43
Number of sanction detections	0	9,887	N/A	23,000.8	N/A	27,659.4	N/A
PYO's arrest to sentence within 71 day target (from COMPASS)	*	*	*	*	*	*	*
Prosecution Team performance measurement - using COMPASS data	*	*	*	*	*	*	*
Management and targeted execution of warrants (COMPASS)	*	*	*	*	*	*	*
Implementation of pre-charge advice and monitoring of 47(3) bail (COMPASS)	*	*	*	*	*	*	*

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4A: Reassurance							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
BCS Fear of Crime (% very worried about burglary) (SPI 10a)	11.4%	9.7%	-1.7 Pts	11.0%	2 out of 5	11.3%	18 out of 42
BCS Fear of Crime (% high levels of worry about vehicle crime) (SPI 10a)	14.5%	11.4%	-3.1 Pts	13.6%	3 out of 5	12.5%	21 out of 42
BCS Fear of Crime (% high levels of worry about violent crime) (SPI 10a)	16.0%	9.0%	-7 Pts	11.4%	1 out of 5	15.1%	5 out of 42
BCS Feeling of Public Safety (% high levels of perceived disorder) (SPI 10b)	18.9%	16.9%	-1.9 Pts	14.5%	5 out of 5	15.8%	31 out of 42
% of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months.	34.0%	33.6%	-0.3 Pts	29.6%	3 out of 3	37.8%	18 out of 34
% of domestic burglaries where the property has been burgled in the previous 12 months	3.6%	3.9%	0.3 Pts	10.7%	1 out of 4	8.3%	3 out of 37

4B: Reducing Anti-Social Behaviour and Promoting Public Safety							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled (SPI 9a)	*	*	*	*	*	5.69	*
Number of RTCs resulting in death or serious injury per 1,000 population	*	*	*	*	*	0.51	*

5A: Call Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
The local target time for answering 999 calls (secs)	10.	10.	0 %	7.5	N/A	11.1	N/A
Number of calls answered within local target time	55,517	74,752	34.6 %	127,976	N/A	254,988	N/A
% of 999 calls answered within locally set target time	93.6%	90.8%	-2.8 Pts	89.5%	2 out of 3	87.3%	18 out of 39

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5B: Providing Specialist Operational Support							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Total number of operations involving the authorised deployment of Authorised Firearms Officers where the issue of a firearm was authorised	156	144	-7.7 %	134.4	N/A	378.5	N/A
Number of operations where the officers have not commenced operations before being stood down	0	10	N/A	4.8	N/A	22.5	N/A

5C: Roads Policing: Annual indicators							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled (SPI 9a)	*	*	*	*	*	5.69	*
Number of RTCs resulting in death or serious injury per 1,000 population	*	*	*	*	*	0.51	*

6A: Human Resource Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of working hours lost due to sickness by police officers (SPI 13a)	.	*	*	81.36	*	70.57	*
Number of working hours lost due to sickness by police staff (SPI 13b)	.	*	*	67.77	*	63.72	*
Medical retirements per 1,000 police officers	3.29	4.03	22.3 %	4.01	3 out of 5	2.9	25 out of 39
Medical retirements per 1,000 police staff	12.5	2.72	-78.3 %	3.25	4 out of 5	2.16	23 out of 39

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6C: Race and Diversity							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of police recruits from BME groups (SPI 12a)	3.8%	0.9%	-3 Pts	1.4%	N/A	3.9%	N/A
% of people from BME groups in the economically active population of the force area (SPI 12a)	N/A	1.1%	N/A	3.0%	N/A	8.0%	N/A
Ratio of BME groups resigning to all officer resignations (SPI 12b) (White officers: visible minority ethnic officers)	1: 2.71	1: 0	-100 %	1: 1.94	1= out of 5	1: 1.47	1= out of 37
% of female officers compared to overall force strength (SPI 12c)	21.7%	22.3%	0.7 Pts	21.1%	1 out of 5	21.2%	13 out of 42
% of female police staff compared to total police staff	60.3%	62.7%	2.4 Pts	64.8%	4 out of 5	62.3%	23 out of 42
% of white police officer applicants appointed	*	*	*	27.6%	N/A	26.9%	N/A
% of BME police officer applicants appointed	0.0%	0.0%	0 %	17.3%	N/A	24.0%	N/A
Difference in % of applicants appointed	*	*	*	10 pts	N/A	2.8 pts	N/A
% of female police officer applicants appointed	0.0%	0.0%	0 %	32.9%	N/A	29.1%	N/A
% of male police officer applicants appointed	0.0%	0.0%	0 %	24.5%	N/A	24.2%	N/A
Difference in % of applicants appointed	0	0	0 %	8.4 pts	N/A	4.9 pts	N/A
Difference between voluntary resignation rates of male and female officers	1: 1.29	1: 3.75	190.5 %	1: 1.54	5 out of 5	1: 1.41	38 out of 39

6D: Resource Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of police officer time available for frontline policing (SPI 11a)	*	*	*	*	*	*	*
% of time spent on frontline duties (including crime prevention activities) by all police officers and staff (including CSOs)	*	*	*	*	*	*	*
% of police officer time spent on visible patrol	*	*	*	*	*	*	*
% of police officers in operational posts	90.0%	88.5%	-1.5 Pts	91.7%	5 out of 5	88.2%	32 out of 41
Total spending per police officer	£56,285.02	£57,921.54	2.9 %	£64,464.68	N/A	£121,668.41	N/A
Total spending per 1,000 population	£161,603.39	£169,932.64	5.2 %	£170,139.69	N/A	£320,496.85	N/A

* This data was not available at the time of inspection

Appendix 2: Glossary of Terms and Abbreviations

ACC	assistant chief constable
ACPO	Association of Chief Police Officers
ANPR	automatic number plate recognition
BCS	British Crime Survey
BCU	basic command unit
BME	black and minority ethnic
BVR	Best Value Review
CDRP	Crime and Disorder Reduction Partnership
Centrex	the national police training organisation
CID	Criminal Investigation Department
CIPD	Chartered Institute of Personnel Development
COMPASS	a national information technology system for tracking, managing and recording caseload information
CPS	Crown Prosecution Service
CSI	crime scene investigator
DAAT	drug and alcohol action team
DCC	deputy chief constable
DNA	deoxyribonucleic acid
DV	domestic violence
GAIN	Government Agencies' Intelligence Network
Gershon	Sir Peter Gershon's review for HM Treasury 'Releasing Resources for the Frontline: Independent Review of Public Sector Efficiency' July 2004 ISBN 1-84532-032-8
Glidewell	The Review of the Crown Prosecution Service Cm 3960 (June 1998)

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HMIC	Her Majesty's Inspectorate of Constabulary
HOCR	Home Office Counting Rules
HR	human resource
IAG	independent advisory group
IS/IT	information services / information technology
LCJB	local criminal justice board
Level 2 Criminality	criminal activity that takes place on a cross-boundary basis
LGBT	lesbian, gay, bisexual and transgender
LSP	local strategic partnership
MAPPA	multi-agency police protection arrangements
MIRSAP	major incident room standardised administrative procedures
MSF	most similar force(s)
MV	motor vehicle
NAFIS	National Automated Fingerprint Identification System
NCIS	National Criminal Intelligence Service
NCRS	National Crime Recording Standard
NCS	National Crime Squad
NIM	National Intelligence Model
NSPIS	National Strategy for Policy Information Systems
Osman	Osman v UK (1999) 1 FLR 193, where the court established that in certain circumstances the state has a positive obligation to take preventive measures to protect an individual who is at risk from the criminal activities of others
PA	police authority
PACE	Police and Criminal Evidence Act

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PCSO	police community support officer
PDR	performance development review
PIP	professionalising the investigative process
PNC	Police National Computer
POCA	Proceeds of Crime Act 2004
PPAF	police performance assessment framework
PYO	persistent young offender
QA	quality assurance
RTC	road traffic collision
Sanction Detections	offences that are detected by way of charge, summons, caution, fixed penalty for disorder or offences admitted on a signed 'taken into consideration' schedule
SGC	specific grading criteria
SIO	senior investigating officer
SMT	senior management team
SPI	statutory performance indicators (SPIs) are used to monitor key aspects of police performance and form a critical component of performance assessments. SPIs are set each year following consultation with partners in line with powers under the Local Government Act 1999. SPIs are also known as 'best value performance indicators'
TCG	tasking and co-ordination group
TTCG	tactical tasking and co-ordination group
Volume Crime	not a technical term but normally refers to high incidence vehicle crime, burglary and in some areas robbery