

Her Majesty's Inspectorate of Constabulary



Baseline Assessment North Wales Police

October 2005

*North Wales Police – Baseline Assessment
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Introduction to Baseline Assessment

This report is the outcome of HMIC's assessment of North Wales Police'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 Denis O'Connor, CBE, QPM, 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 North Wales in terms of demography, policing environment and other socio-economic factors: Devon and Cornwall, Dyfed-Powys, Gloucestershire, Lincolnshire, Norfolk, North Yorkshire and Suffolk. 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 (MAPPAs) 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 	

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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

North Wales Police is responsible for policing a resident population of 670,808 in 279,900 households. Particularly in Central and Western divisions, the population increases substantially with the influx of tourists during the summer months. The force (one of four Welsh forces) contains both a large rural area, which includes the Snowdonia National Park, and urban conurbations surrounding Wrexham and the ferry port at Holyhead. The industrial region, which is located in Eastern division, is currently experiencing a surge in development.

The force area is policed by 1,670 police officers supported by 887 police staff. The annual budget for 2005/06 is £120.5 million, an increase of £5.23 million in 2004/05.

The force headquarters is in the town of Colwyn Bay, and there are three basic command units (known locally as divisions). These are Eastern with a population of 279,173; Central with a population of 205,764; and Western with a population of 185,871. Each basic command unit is coterminous with the district councils and community safety partnerships (CSPs): Western division with Anglesey and Gwynedd District Councils, Central division with Conwy and Denbighshire District Councils, and Eastern Division with Flintshire and Wrexham District Councils.

The chief officer team is based at headquarters and comprises the Chief Constable (Richard Brunstrom), Deputy Chief Constable (Clive Wolfendale), Assistant Chief Constable (Ian Shannon) and Director of Finance and Resources (Thomas O'Donnell). The Chief Constable has been in post since January 2001 and the team has broadly been together since April of that year (with the exception of the assistant chief constable who joined North Wales Police in January 2005).

The operational portfolio is broadly the responsibility of the deputy chief constable, the support portfolio is the responsibility of the assistant chief constable, and the director of finance and resources has responsibility for human resources, finance and commercial services.

The force is isolated from the other three Welsh forces by the physical geography of the area. It has more affinity with forces in the north west of England but is small when compared with forces in that region. As a consequence, North Wales is vulnerable to travelling criminals from the north west but invariably has to provide its own response due to the other forces having to concentrate resources on more serious large-scale criminality.

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

1 Citizen Focus (Domain A)

There is a strong commitment from chief officers to fairness and equality of service delivery, internally and externally. As an example, the force diversity steering group is a forum where key community members from minority groups are able to challenge chief officers on issues or problems that may be affecting them.

Neighbourhood policing is a priority for the force and the intention is to have 229 CBMs in place, covering every ward in the force, by the end of 2005. A number of different methods have been introduced to engage with the community, and a performance management structure ensures that divisional commanders are held to account for the delivery of community policing.

The force has a quality of service programme that ensures systems, policies and procedures support the delivery of high standards of customer care. One of the next phases of development is to identify targets for customer service and to develop a system to measure the impact or success of the approach the force is taking.

1A Fairness and Equality

Good

Strengths

- During 2004/05 the percentage of racially aggravated offences detected increased by 11.1% from 45.3% (2003/04) to 56.5%. This places the force top of its MSF group (average 43.1%) and fifth nationally (average 36.4%).
- The chief officers are committed to ensuring fairness and equality and demonstrated this commitment in their response to the BBC's *Secret Policeman* programme. Swift and decisive action was taken to deal with all the individuals and issues concerned.
- All force policy includes a section on equality and diversity. All policy is tested by the policy writer for compliance with the Race Relations Amendment Act 2000 as well as relevant equality legislation.
- The force has published its race equality scheme (RES) to the public. It has been continuously reviewed during 2004 and scrutinised by the force's diversity unit. An RES manager has recently been appointed by the force to ensure full compliance.
- The force diversity steering group is a forum where key community members from minority groups are able to challenge the assistant chief constable (ACC) on issues or problems that may be affecting them. Local diversity groups, chaired by the police divisional commander, have also been established to provide a platform for representatives of minority groups to discuss issues directly with the local police commander.
- Community contact databases have been established on each division as another source of information to monitor community tension and to assist in the management of critical incidents. Divisional consultation panels have been

established to complement existing police authority consultation forums.

- The force has a three-phase diversity training programme covering all levels of the organisation. Community members are involved in the delivery of the training.
- The force has engaged Qualitas to carry out a full cultural impact analysis. The first phase (three months) consisted of an internal cultural audit. The second phase has an external focus, with a brief to obtain feedback from 'hard-to-reach groups'.

Areas for Improvement

- During 2004/05 the percentage of victims of racist incidents satisfied with the overall service provided was 74.1%. This is lower than the MSF average (77.2%) but higher than the national average (71.5%). In terms of those very/completely satisfied, the difference between North Wales (43.2%) and the MSF average (58.2%) is greater (7th in its MSF group).
- The percentage of users from black and minority ethnic and white communities satisfied with the overall service provided was 71% in 2004-05. This is below the MSF average (76%) and places the force 7th in its MSF group.
- Racially or religiously aggravated offences per 1,000 population increased from 0.41 (2003/04) to 0.5 (2004/05). This represents an increase of 19.8%. The number of offences is above the MSF average (0.36) but below the national average (0.70).
- There is no formal structure or process for ensuring that divisional commanders and departmental heads are held to account for equality of service performance.
- The force has made good progress in respect of external diversity issues but there is a narrow interpretation of what diversity means, ie there is a perception in some areas that diversity is about race alone, so the wider diversity picture needs to be understood more fully.

1B Neighbourhood Policing and Community Engagement

Good

Stable

Strengths

- The Chief Constable has made it clear that community policing is a top priority. He initiated a series of external road shows (in towns and rural communities) where he has given presentations on local policing issues and taken feedback from the communities.
- Divisional commanders are held to account for delivery of community policing by monthly performance reviews, while district inspectors who deliver community policing are subject to weekly performance reviews.
- The police authority is working closely with the force and other partners to implement its consultation strategy, and plays an active part in seeking the views of communities across North Wales with regard to policing. The police authority has recently appointed a consultation and partnership officer, and holds the force to account for delivery of community policing.
- Basic command units (BCUs) have a variety of consultation mechanisms in place to capture the priorities and concerns of local communities. These include police consultative committee group meetings (chaired by a member of the police authority), diversity groups, staff forums, and community councils that involve local people in establishing policing priorities and working through solutions to problems.
- Joint agency groups are being introduced to encourage a more effective partnership response to tackling community problems. They are described as groups that get things done rather than just talking about the issues.
- A comprehensive website has been developed that allows the public to identify their CBM. They can either call the CBM on their mobile phone or send an email direct to the officer's own mailbox. The force utilises a database of CBM initiatives, which is available to all officers and staff on the force intranet. All CBMs are encouraged to share their initiatives and spread good practice.
- There is evidence that the force makes good use of the press and other media to inform communities of the work it is doing, to promote its success in tackling crime.

Areas for Improvement

- In 2004-05, the % of people who think that their local police do a good job was 47.1%. This places the force 7th in its MSF group (average 51.3%) and 24th nationally (average 48.6%).

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- There is no clear definition of what neighbourhood policing is or how it will be integrated into other core policing activity. However, the force is developing its community policing style, and aims to have 229 CBMs in place, covering every ward in the force, by the end of the year.
- CBMs are now required to prepare community profiles of their areas, which are tested as part of their performance review. They contain a description of the area, details of any diversity issues, locations of licensed premises, any areas subject to action plans, and key community contacts. However, there is some way to go before all these are completed and there is no corporate standard/template. This is being developed.
- Police community support officers (PCSOs) have only recently come under the direction of the Safer Communities team. With each division following different approaches to matters such as deployment, there is concern that they do not give a corporate level of service. There is also concern that the training delivered on divisions is not consistent.
- CBMs do not have specific performance indicators that relate to community engagement and there is no performance framework in place to measure community engagement and its impact. A performance review template for CBMs is being introduced, which will incorporate qualitative as well as quantitative performance measures.
- A force volunteers co-ordinator has been appointed to raise the profile and increase the numbers of volunteers. A volunteer steering group has been established to mainstream the use of volunteers into force business. Roles being considered include front office assistants.
- Consultation arrangements within divisions are still being developed to ensure that a wide cross section of community groups is included in the process.

1C Customer Service and Accessibility

Good	Improved
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Strengths

- During 2004/05 the percentage of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions who were satisfied with the overall service provided was 79%. This is similar to the MSF average (79.3%) but slightly higher than the national average (77.3%). This places the force 5th in its MSF group.
- In terms of victims of crime and road traffic collisions satisfied with making initial contact, action taken and being kept informed and with respect to their treatment by staff, the force was above the MSF average in each case.
- There is a strategic approach to the management of customer service that ensures that force systems, policies and procedures support the delivery of high standards of customer care. The force has a quality of service programme, which includes surveying members of the public and using the feedback to improve service delivery.
- A quality of service commitment impact assessment has been completed and an action plan developed. Clear values and standards around customer service are communicated through the quality of service group.
- Front counter staff throughout the force have been given a two-and-a-half day course in customer service. The first two days were cross-referenced against the level 3 NVQ in customer service.
- There is a force strategy for the conduct of surveys that complies with national guidance. Interviews are conducted by telephone, and results are produced quarterly on a cumulative basis.
- North Wales Police has introduced a website feedback form. The force's internet site has a 'Tell us what you think' section where members of the public can email the force. Emails are acknowledged and passed to the appropriate department for attention.

Areas for Improvement

- During 2004/05 the percentage of victims of racist incidents satisfied with the overall service provided was 74.1%. This is lower than the MSF average (77.2%) but higher than the national average (71.5%). In terms of those very/completely satisfied, the difference between North Wales (43.2%) and the MSF average (57.2%) is greater (sixth in the MSF group).
- In 2004/05, 20.4% of police authority buildings that were open to the public were suitable for and accessible to disabled people. This placed the force bottom of its MSF group where the average was 65.7%. In recognition of this, a specialist access auditor was commissioned to conduct an independent review of every building used by North Wales Police. An access improvement programme has been developed,

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scheduled for completion by September 2005.

- There are no specific targets identified for customer service and there is no formal system in place to measure the impact or success of the approach that the force is taking.
- There is some customer service training delivered, but the concept of customer care and quality of service is not fully understood across the organisation.

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, the Home Office and the Independent Police Complaints Commission 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)

The force is one of the best performing in Wales and England for achieving reductions in volume crime. There have been significant reductions in recorded crime during 2004/05, with overall crime falling by 12.8%, domestic burglaries by 35.8%, vehicle crime by 29.7% and robberies by 25.4%.

Hate crime and crimes against vulnerable victims is identified as a priority in both the force and divisional control strategies and it is discussed regularly at performance meetings. Family protection units have been established on all divisions to co-ordinate investigations into abuse, domestic violence and sex offenders.

Effective partnership working has been successful in achieving reductions in crime, but there are opportunities to engage more with partners to deliver a multi-agency response to community problems.

2A Reducing Hate Crime and Crimes against Vulnerable Victims

Good	Stable
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Strengths

Hate Crime

- During 2004/05 the percentage of racially aggravated offences detected increased by 11.1% points from 45.3% (2003/04) to 56.5%. This places the force first within its MSF group and fifth nationally.
- Hate crime is considered in the force strategic assessments and is a priority in the force and divisional control strategies. Hate crime incidents are reviewed at the daily tasking meetings and are on the agenda at level 1 and level 2 tactical tasking and co-ordination group (TT&CG) meetings.
- The force website (www.north-wales.police.uk) has the facility for a victim, or any other person who witnesses race or hate crime, to make a confidential and anonymous report. It was designed and developed in partnership with the community via the three diversity groups: race and faith; disability; and lesbian, gay, bisexual and transgender.

Child Abuse

- The force child protection policy clearly outlines the accountability framework for child abuse investigations and sets out clear procedures for the reporting of, response to, and investigation of child abuse incidents.
- The force strategy is integrated into the All Wales Child Protection Procedures 2002, which clearly define the multi-agency roles, and responsibilities have been adopted by the North Wales Child Protection Forum and the six area child protection committees. All multi-agency work has regard to these procedures.
- The force policing plan and divisional plans specifically refer to a commitment to

target and reduce the violence and suffering caused by child abuse.

- Family protection units have been established in each of the divisions. All personnel are trained in child protection investigation and the majority are trained detectives.
- Three joint investigation training courses are provided on a multi-agency basis each year for North Wales Police and social services from the six local authority areas and other key partners. This training is based on the All Wales Child Protection Procedures 2002 and Working Together. The term 'referral' is clearly defined in the All Wales Child Protection Procedures and detailed within the joint investigation training courses.

Missing Persons

- The electronic missing persons system has an inbuilt automatic process for the generation of a child protection referral following the report of a missing person under the age of 18 years. The referral is automatically emailed to the child protection team, from where it is shared with partner agencies.

Domestic Violence

- The chief officer lead for domestic violence is the deputy chief constable (DCC), who chairs a domestic abuse inspection group with members drawn from various departments and teams working together to improve the investigative and preventative process.
- A comprehensive domestic violence abuse policy is available on the force intranet. Domestic violence is included in the force policing priorities for 2004/05, in each of the six local authority area crime and disorder strategies and in the North Wales community safety chief officer group plan for 2005–08.
- The force acts as banker and employing agent on behalf of the North Wales Domestic Abuse Project – a three-year initiative funded by the Welsh Assembly. Seven project staff are housed in premises provided jointly by North Wales Police, the fire service, the probation service and health trusts.

Areas for Improvement

- Racially or religiously aggravated offences per 1,000 population increased from 0.41 (2003/04) to 0.5 (2004/05). This represents an increase of 19.8%. The number of offences is above the MSF average (0.38) offences but below the national average (0.70).
- Crime information published by the force provides a breakdown of all offences, including violence and sexual offences, but there is no quantitative or qualitative assessment available specifically in relation to child abuse investigations.
- There is no specific intelligence system for child protection, but the force is evaluating the Case Analysis Tracking System (CATS) and expects to implement it by the end of 2005.

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- The force is in the process of implementing ACPO guidance on the investigation of domestic violence. This will provide an effective performance management framework, based on quantitative and qualitative data.

2B Volume Crime Reduction

Excellent

Improved

Strengths

- In 2004/05 total recorded crime fell by 12.8% from 92.05 offences per 1,000 population (2003/04) to 80.3. This is just below the MSF average (81.82) and significantly below the national average (105.37). This places the force third in its MSF group and sixth nationally.
- Domestic burglaries decreased by 35.8% between 2003/04 (8.86 offences per 1,000 population) and 2004/05 (5.69 offences). This is below the MSF average (7.71 offences) and is less than half of the national average (14.4 offences). This places the force second in its MSF group and second nationally.
- Vehicle crime reduced by 29.7% between 2003/04 (11.35 offences per 1,000 population) and 2004/05 (7.98 offences). This is below the MSF average (8.57 offences) and is half of the national average (13.99 offences). The force is placed third within its MSF group and fourth nationally.
- Robberies reduced by 25.4% between 2003/04 (0.30 offences per 1,000 population) and 2004/05 (0.22 offences). This is below the MSF average (0.36 offences) and significantly below the national average (1.68 offences). The force is second within its MSF group and third nationally.
- The DCC has overall responsibility for volume crime reduction within each of the three divisions. The three divisional commanders and their deputies are held directly accountable by ACPO for performance within their areas. Reviews are robust, with areas for improvement being identified and action plans being implemented to address associated issues. If failings are evident, chief officers ensure immediate remedial action is taken.
- District inspectors and detective inspectors are subject to weekly performance reviews by a divisional command team member. These meetings are attended by chief officers on a rotational basis across the force.
- The National Intelligence Model (NIM) is used effectively within the force to identify and tackle crime problems.
- Divisions have a dedicated, proactive team to target priority crime areas. Officers are seconded to the unit for nine months to develop their policing skills, which they then take with them when they revert to their original role.
- There is a high level of accuracy in recording crime at divisional and force levels. The force occurrence recording bureau manages the CRIMES system, which is universally available to officers and gives access to crime records 24 hours a day. North Wales received a 'green' rating by the Audit Commission for the overall assessment in 2003 and 2004.

- The force has developed crime reduction strategies with partner agencies and crime and disorder reduction partnerships to reduce the levels of volume crime. They focus on identified problem areas, vulnerable groups and young people. The force is proactively engaging young people in innovative crime reduction initiatives.
- There are examples of where headquarters resources have been used to support divisional crime reduction initiatives. Any requests for support are prioritised and allocated by the level 2 TT&CG meeting.
- Problem solving is integral to the policing style of the force, with many examples of where it has been used effectively to reduce crime. It is the backbone of the Dyna Ddigon (That's Enough) initiative. As well as using the techniques internally, in some of the Communities First areas, problem-solving training is being delivered to residents who are then using it to develop solutions to issues in their own communities.
- Force performance meetings, tasking meetings and forums have the identification of good practice as one of their specific functions. Not only do they identify and disseminate good practice internally, but they search for it nationally and take full advantage of it.

Areas for Improvement

- During 2004/05 violent crime increased by 9.3% from 17.51 offences per 1,000 population (2003/04) to 19.15 offences. This places the force at the bottom of its MSF group (average 18.05) and 23rd nationally. However, the number of violent crimes recorded per 1,000 population is still below the national average (22.44 offences).

2C Working with Partners to Reduce Crime

Good	Stable
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Strengths

- In 2004-05, the % risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) was 2%. This places the force 2nd in its MSF group (average 4.7%) and 5th nationally (average 5.3%).
- The Chief Constable is an active member of the North Wales Community Safety Chief Officer Group – a multi-agency chief executive group. This group scrutinises the work undertaken by the six CSPs. The chief officer group also has a three-year overarching action plan. Force and divisional priorities are integrated into the CSP plans.
- The force has developed a partnership with the Welsh Development Agency and has appointed a business community safety officer. The main purpose of the role and the partnership is to develop specialist plans and tactical options for reducing crime within the business and tourism sectors, working closely with business agencies, local authorities and other agencies tasked with the reduction of crime and disorder.
- Divisional commanders are either designated chairs or joint chairs in each of the six North Wales CSPs. They are therefore viewed by the Welsh Assembly Government (WAG) as responsible for performance against targets. Divisional commanders are held to account across a whole range of performance issues through monthly meetings with the DCC and via the force TT&CG meetings.
- Each BCU has a community safety team, responsible for operational involvement in the CSP and other partnership work. This has now been extended in the Eastern division, which has a joint community safety unit staffed by both the local authority and the police.
- A force partnership funding manager has been employed, with a specific responsibility to co-ordinate and support bids for funding. A formal grant procedure has been adopted by divisions, with a simple system to ensure consistency.
- The drug intervention programme and alcohol arrest referral scheme are successful initiatives, with examples of people being diverted away from crime. There are case studies illustrating where prolific offenders are now in employment. Certificates have been given to individuals in recognition of their achievements.
- The force contributes to a North Wales co-ordinator post that links drug and substance misuse to the CSPs. The role holder is based within the police environment, but is jointly funded and reports to the police, the probation service, the fire service, six local health boards and six local authorities. This is regarded as an area of good practice.

Areas for Improvement

- In 2004-05, the % risk of a household being victim once or more in the previous 12 months of a household crime was 15.5%. This was an increase of 1.9% points on 2003-04 (13.6%) and places the force 4th in its MSF group.
- There is engagement with CSPs, although it is better in some areas than others. The force gives no corporate guidance to BCU commanders for dealing with CSPs.
- There are few occasions when other agencies or partners attend the TT&CG meetings and the force needs to develop this to fully exploit the benefits of having a multi-agency response to community problems.
- In respect of level one matters, the BCU involves partners from a range of agencies at its TT&CG meetings. These include the probation service, health authorities and local authorities, but there is a difficulty in ensuring that all partners attend the meeting regularly.

3 Investigating Crime (Domain 2)

The force has a good track record for investigating major and serious crime, but its location makes it vulnerable to travelling criminals from Cheshire, Manchester and Merseyside. The types and level of serious crime are such that it is difficult for the force to attract support from other forces within the region.

The force has achieved significant increases in detection rates for overall crime, domestic burglary, vehicle crime, violent crime and robbery, placing it towards the top nationally in all of these categories of crime. Success has also been achieved in increasing the detection rate for racially or religiously aggravated crime by 11.1%.

There is an effective accountability process around volume crime investigation and strict compliance with the National Crime Recording Standard (NCRS) to ensure that there is an accurate picture of crime across the force.

3A Investigating Major and Serious Crime

Fair

Strengths

- In 2004/05 detection rates in North Wales for serious crimes, such as attempted murder, blackmail, kidnapping and manslaughter, were in the top quartile of its MSF group.
- There are effective arrangements in place for identifying critical incidents and setting up major investigations. Control room staff have received training in identifying critical incidents, and the force has introduced a bronze and silver cadre scheme to ensure there is always a senior officer on duty to take control of a critical incident. Call takers have a drop-down checklist to support the correct action.
- The senior investigating officer (SIO) capability of the force consists of five superintendents. They are all fully trained SIOs and accredited to the National Crime Operations Faculty standard, with recent experience of managing murder and other major crime enquiries. There are also three detective chief inspectors and fifteen detective inspectors available for SIO duties.
- The DCC has a management overview of each major investigation and ensures that staffing levels are appropriate. The level 2 TT&CG meeting is used to allocate resources and to monitor abstractions, both within individual divisions and across the force in respect of major inquiries.
- There is a comprehensive force policy and procedures manual, which prescribes how rape investigations will be investigated. It advises on security and preservation of the scene, cross-contamination, care of the victim, medical examination, and dealing with the suspect. It also details how/when the crimes will be recorded and the procedure for quality checking the investigations.
- A protocol, signed by both Chief Constables, provides for mutual aid between

Cheshire Constabulary and North Wales Police should it be required for any major crime investigation.

- There is a high level of compliance with the *Murder Investigation Manual* and MIRSAP (major incident room standardised administrative procedures) guidance in all areas. This is evidenced in the major crime review of Operation Park in which there are many examples of good practice.
- The crime services division provides all of the HOLMES (Home Office Large Major Enquiry System) staff, but this can be supplemented by trained staff from divisions. There have not been any occasions when the force has been overstretched in terms of its HOLMES capacity. There is, however, a formal collaborative arrangement with Cheshire Constabulary for provision of resources in exceptional circumstances.
- The force has a major crime review policy for all major crime investigations. Self-inspection is commenced after 14 days. A joint major crime review team has been established with Cheshire Constabulary that reviews all major crime investigations.
- Community impact assessments are carried out following major incidents, with regard to potential tension between or within certain groups in the community and to minimise the adverse impact of major crime.
- The force has a highly effective, high-tech crime unit that has a turnaround time of eight weeks for computer analysis. Investment in staff and modern technology is producing significant benefits and the unit is now exploring opportunities to provide services to the private sector and other police forces.

Areas for Improvement

- In 2004-05, the number of life threatening and gun crime per 1000 population increased by 12.7% from 0.30 in 2003-04 to 0.34. This places the force 5th in its MSF group (average 0.31).
- In 2004-05, the number of attempted murders per 1000 population increased by 11.1% which places the force bottom of its MSF group. The detection rate, however, increased by 32.2% to place the force at the top of its MSF group.
- The number of rapes per 10000 population in 2004-05 increased by 14.3% from 2.09 (2003-04) to 2.39. This places the force 5th in its MSF group (average 2.35). The number of rape crimes detected decreased by 2.4% points to 26.9%. This is below the MSF average (27.9%) and the national average (29.5).
- The number of murders per 1,000 population increased from 0 (2003/04) to 0.149 (2004/05) leaving the force bottom of its MSF group (0.096).
- There is very limited measurement or evaluation of the major investigation function.

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- While the flow of intelligence within the organisation is good, there is little exchange of intelligence with other forces/agencies.

3B Tackling Level 2 Criminality

Fair

Strengths

- In 2004/05 the number of offences of trafficking in controlled drugs per 1,000 population increased by 6.3% from 0.31 (2003/04) to 0.33. This is lower than the MSF average (0.37) and national average (0.45). Although the detection rate fell from 98.1% (2003/04) to 94.1%, this is still above the MSF average (91.6%) and national (91.7%) detection rates.
- The DCC is the lead on level 2 issues and he chairs the level 2 TT&CG meeting. This meeting is an effective tasking process, with staff being called to account for any actions or inactivity. Every level 2 target is the subject of an automatic asset recovery investigation in an attempt to secure funding for tackling level 2 criminality.
- The force has identified the main criminal networks that impact on the area and uses the level 2 TT&CG meetings to keep such targets in profile. Decisions are made to develop problem or target profiles, based on the intelligence submitted and the results of analysis of the data.
- The force has a level 2 intelligence capability, with analysts and researchers allocated to 'desk' roles that are aligned to the specific priorities identified in the force control strategy.
- The force is developing 'Operation Oak', which is a multi-agency operation to tackle criminal families. There are examples of this operation impacting on criminals who have a lifestyle way beyond their means and of it making use of HM Revenue and Customs, trading standards, fraud and asset recovery to tackle criminality. This is regarded as an area of good practice.
- There are examples of effective cross-border collaboration with Cheshire and Greater Manchester forces. In particular, there are agreed protocols in place in respect of surveillance and major crime review teams, with dedicated staff being co-located but resourced by Cheshire Constabulary and North Wales Police.
- The force does not have its own witness protection team, but there are collaborative arrangements in place with Greater Manchester Police for support on witness protection issues within the force.
- There is chief officer involvement in reviewing the counter-terrorism threat and Special Branch has its own tasking and co-ordination group (TCG) meeting to regularly review issues and ensure that tasks are actioned. Counter-terrorism issues are considered in the development of the force strategic assessment and priorities are identified in the control strategy.
- The force's high-tech crime units are highly effective. The turnaround time for the analysis of computers is eight weeks, significantly higher than in some other forces, and the force now has the ability to analyse mobile telephones in-house.

This is delivering significant cost savings and the force is considering offering the services to other forces/organisations. This is regarded as an area of good practice.

Areas for Improvement

- In 2004/05 the number of confiscation orders reduced from 9 (2003/04) to 2 and the corresponding value reduced from £109,653 (2003/04) to £24,935. The MSF average is 7.6 orders (value £197,438) and the national average is 43.16 orders (value £1.179 million). In relation to forfeiture orders, the number obtained reduced from 10 (2003/04) to 7. This is consistent with the MSF average (6.9) but below the national average of 18.21.
- Although it is technically feasible, the force is at present unable to share intelligence electronically with neighbouring forces. This is recognised by the force and a solution is being developed.
- The working relationships with HM Revenue & Customs and the Immigration and Nationality Directorate, in respect of the sharing of intelligence, are underdeveloped, and the force could benefit by establishing formal arrangements for doing so.
- The capacity of the regional TT&CG meeting is limited and, on occasions, matters are referred back to the force. The regional tasking group has no dedicated resource capacity. There is a small team in place to tackle level 2 crime issues in North Wales, but their restricted capacity often results in operations being referred back to divisions to deal with.
- There is little collaboration with other law enforcement agencies in respect of sharing and using intelligence, particularly at level 1 as part of the TT&CG meetings.
- Some other law enforcement agencies – trading standards and HM Revenue and Customs – have been involved in operations with the force, in particular when targeting assets. There is little evidence, however, that such law enforcement agencies participate in TT&CG meetings at any level.

3C Investigating Hate Crime and Crimes against Vulnerable Victims

Good	Stable
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Strengths

Hate Crime

- The DCC has personally undertaken an audit of hate crime incidents across the force, including examination of the investigative process with command team members. Hate crime performance is subject to performance monitoring as part of the weekly performance review process.
- The force intelligence requirement, based on the NIM principles, for November 2004 to April 2005 included hate crime incidents, in particular victim, offender and hotspot (geographic and location type) profiling. Emerging issues are monitored by the force analysts and fed into the TT&CG at level 1 or level 2 as appropriate. The diversity officers monitor events and collate community information, which is analysed and used to inform problem and target profiles.
- To ensure proactive supervision of crimes, a weekly audit is conducted by the crime management unit. All live hate crimes are reviewed in conjunction with the diversity officer. Crimes that are lacking in investigative quality or that are not being pursued in a timely fashion will be flagged to the divisional crime manager, who will make contact with the relevant district inspector to ensure immediate action.

Child Abuse

- A force child protection policy exists and is the subject of annual reviews. The policy sets out clear procedures for the reporting of, response to, and investigation of child abuse incidents. The policy is circulated on public folders and the intranet document library, accessible by all staff. Up-to-date ACPO and Welsh Assembly guidance is also available.
- There are effective working relationships with social services and health authorities in respect of crimes against vulnerable people, and there are information sharing protocols in place.
- An all-Wales sudden unexplained death in infancy protocol was recently developed with the local health authority. The crime services division co-ordinated the delivery of the presentation on the police response to multi-agency workshops at each of the three principal hospitals in North Wales. The invited audience included response officers, investigators and supervisors, as well as other professionals charged with safeguarding children.

Domestic Violence

- A comprehensive domestic violence abuse policy is available on the force intranet. Domestic violence is included in the force policing priorities for 2004/05, in each of the six local authority area crime and disorder strategies, and in the North Wales community safety chief officer group plan for 2005–08.

- The force is in the process of implementing the ACPO guidance on the investigation of domestic violence. This will provide an effective performance management framework, based on quantitative and qualitative data.

Areas for Improvement

- Crime information, published by the management information unit, provides a cumulative breakdown of all offences including violence and sexual offences, but there is currently no quantitative or qualitative assessment available specifically in relation to child abuse investigation activity.
- There is a pilot looking to introduce multi-agency risk assessment committees across the force to expand the issues looked at from sex and dangerous offenders to domestic violence. These committees include a wide range of other agencies, including the probation service, social services and health authorities.
- There is concern that public protection matters are dealt with in isolation and need to be incorporated into the NIM TCG process.
- The force has devolved all public protection investigations to divisions, with each having separate units for dealing with child protection, domestic violence and vulnerable adults. These units are managed by a detective chief inspector, but work as separate teams. Consideration should be given to combining these functions into a public protection unit, so that the interdependencies are recognised early and intelligence is shared between all staff.
- There is no dedicated child protection database within the force and as yet no decision has been made in respect of utilising the CATS database.

3D Volume Crime Investigation

Excellent

Improved

Strengths

- In 2004/05 the total crime detection rate increased from 32.6% (2003/04) to 41.9%, placing the force second in its MSF group (average 31.8%) and third nationally (average 25.7%).
- In 2004/05 the detection rate for domestic burglaries increased from 27.9% (2003/04) to 38%, placing the force at the top of its MSF group (average 18.1%) and top nationally (average 15.9%).
- In 2004/05 the detection rate for vehicle crime increased from 10% (2003/04) to 20%, placing the force second in its MSF group (average 12.5%) and third nationally.
- The detection rate for violent crime increased from 69.2% (2003/04) to 78.3% (2004/05), placing the force top in its MSF group (average 60.3%) and top nationally (average 49.5%).
- The detection rate for robbery increased from 36.3% (2003/04) to 39.3% (2004/05), placing the force top in its MSF group (average 27.6%) and third nationally (average 19.9%).
- In terms of sanctioned detections, with the exception of violence, the force is towards the top of its MSF group, and within the top seven nationally, in all categories.
- A crime management manual, together with a force policy on crime recording, is available to all officers and staff via the force intranet system. Investigative processes are defined in force and divisional policies and protocols, and there are also district and specialist department protocols in existence. The protocols set out the minimum standards expected of officers investigating and recording priority crime.
- The DCC has overall responsibility for volume crime investigation within each of the three BCUs. The three BCU commanders and their deputies are held directly accountable by ACPO for performance within their areas.
- Crime recording and management, including compliance with the NCRS, is totally embedded in the operating practices of the force. The force received a 'green' grading for compliance with the NCRS in the 2003 and 2004 national audit process.
- North Wales Police conducts monthly meetings with the Crown Prosecution Service's (CPS's) Proceeds of Crime Act champions and Regional Asset Recovery Team representatives. This has proved beneficial and has resulted in an increase in money laundering charges and the opportunity for post-conviction asset forfeiture.

- The force is implementing PIP (professionalising the investigative process). Implementation will be part of the overall implementation of the National Centre for Policing Excellence (NCPE) doctrine. A range of officers throughout the force have been trained to these levels.
- Suspect management units monitor and provide guidance to officers engaged in investigative interviews as part of their function in providing a premium service for detainees. The units, managed by a detective sergeant, provide assistance and supervisory support to officers.
- The force is identifying where resources can be redirected as a result of reductions in crime. Additional resources are being channelled into neighbourhood policing in the form of additional CBMs.

Areas for Improvement

- During 2004/05 the overall detection rate for violent crime has increased by 9.1% points, which places the force top of its MSF group. With regard to sanction detections, however, it is sixth in its MSF group and in the third quartile nationally. This indicates that a high proportion of the detections (64.2%) for violent crime are administrative detections.

3E Forensic Management

Good	Improved
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Strengths

- In 2004/05 the number of burglary dwelling scenes attended increased from 90% (2003/04) to 100%, placing the force at the top of its MSF group (average 81.9%) and second nationally (average 85.4%). Attendance at theft of vehicle scenes also increased to 56.7%, placing the force third in its MSF group.
- In 2004/05 fingerprint recovery from burglary dwelling scenes increased from 41% (2003/04) to 57.5%. This placed the force second in its MSF group and second nationally. This was replicated by fingerprint recovery at theft from motor vehicle scenes attended. However, identifications from fingerprints recovered at burglary scenes remained static at 18.1%, which is below the MSF average (22.1%) but higher than the national average (16.8%).
- The recovery of DNA from burglary scenes increased from 10% (2003/04) to 16% (2004/05), placing the force top of its MSF group (average 9.8%) and second nationally (average 8.2%). DNA recovered from theft of motor vehicle scenes decreased from 37% (2003/04) to 34.5%, but the force still remains at the top of its MSF group (average 22.3%) and top nationally (average 20.1%).
- The conversion of fingerprint identifications into primary detections has remained static (58.5%), which places the force third in its MSF group and eleventh nationally. The percentage of DNA primary detections per match has increased from 44% (2003/04) to 64.4% (2004/05). This places the force fourth in its MSF group (average 61.5%) and ninth nationally (average 49.5%).
- The DCC is an effective lead on forensic issues and chairs a number of national meetings on behalf of ACPO. He is experienced in forensic matters and is supportive of the force's needs in developing the forensic service.
- A monthly forensic steering group is held as part of the force operations meeting chaired by the DCC. This meeting involves key stakeholders including divisional command teams, the CPS, the administration of justice department (AJD) and the crime services division. This group discusses current forensic performance issues, latest projects and any issues that affect forensic management.
- Crime scene investigators (CSIs) and vehicle crime scene investigators are divisionally based but centrally deployed, which ensures the equitable distribution of work but also allows for liaison between forensic specialists and operational units.
- The scientific support department has an active performance monitoring regime, holding one-to-one interviews with all key personnel on a regular basis to discuss strengths and weaknesses. There are challenging individual targets for CSIs and fingerprint experts. Progress against the targets is monitored monthly and fed back to the individuals and their line managers.

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- The force effectively uses the Scientific Support Performance Improvement Work Package to benchmark its performance against other forces.
- There is a performance management framework in place, with clear targets to cover the key areas of forensic management such as scene attendance, scene recovery, detection, timeliness targets and individual targets, including back room forensic processes. Performance against these indicators is discussed at the force operations meeting and during the weekly performance review process.
- There is an operational performance manual, which contains comprehensive notes for officers on how to preserve crime scenes for scientific examination. Each officer has been personally issued with a copy of this manual, which is also available electronically. The force has a comprehensive forensic awareness-training programme.
- CSIs play an active role in the tasking process by attending the daily tasking meetings, while senior CSIs attend the weekly level 1 TT&CG meetings.

Areas for Improvement

- The percentage of fingerprint identifications from recovery at theft of motor vehicle scenes has reduced from 31% (2003/04) to 17.9% and places the force bottom of its MSF group (average 28.6%) and 39th nationally (average 27.9%).
- The force constantly aims to improve its timeliness performance in forensic processes. In an effort to improve this performance, a working group has been set up. This working group will be looking at transmitting lifts directly from a) the crime scene itself and b) the satellite CSI offices to the fingerprint bureau, for direct input onto the National Automated Fingerprint Identification System.

3F Criminal Justice Processes

Good	Improved
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Strengths

- In 2004-05, the number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at Court increased by 10.1% from 13131 (2003-04) to 14460.
- In 2004-05, the % of notifiable/recorded offences resulting in conviction, caution or taken into consideration at Court increased from 20.2% in 2003-04 to 26.8%. This is above the MSF average of 24.1% and the national average of 20.7%.
- In 2004/05 the percentage of arrest summonses entered onto the Police National Computer (PNC) in one day increased from 88% (2003/04) to 91.9%. This places the force second in its MSF group (average 84.7%) and second nationally (average 82%).
- In 2004/05 the percentage of court results entered onto the PNC in ten days increased from 35.6% (2003/04) to 83.4%. This placed the force top of its MSF group (average 63.3%).
- The Chief Constable is a key member of the local criminal justice board (LCJB), which is also attended by the ACC. The ACC leads personally on all criminal justice issues and directly line-manages the AJD.
- There are good examples of partnership working with other criminal justice agencies, eg the Youth Justice Forum, the Victim and Witness Forum, the Case Progression meeting (chaired by court personnel) and the Defence Solicitors' meeting.
- Performance indicators are in place to measure quality of service across AJD at force and inter-agency levels. They include a range of AJD performance measures at sector and departmental levels, LCJB targets at inter-agency level, and national targets such as PNC, offences brought to justice and ineffective trials.
- There are divisional criminal justice units, which are co-located with the CPS. There are plans to develop a file-building capability within the units, utilising civilian enquiry officers working closely with CPS lawyers to further improve file quality and timeliness.
- A file quality monitoring system is in place to capture the condition of the file when it enters the file preparation unit. Issues identified are fed back to the operations superintendents, to identify any officers who have poor file-building skills and to develop action plans to improve their quality.
- There are clear policies and service quality standards for the treatment of victims and witnesses. North Wales was one of the pilot areas for No Witness, No Justice

and consequently there are two dedicated witness liaison units in place, made up of police and CPS staff who offer a single point of contact to victims/witnesses of crime.

- The force has a persistent and prolific offender (PPO) strategy and has appointed a PPO officer, who is based within the probation service as part of a multi-agency team to manage the resettlement and rehabilitation strand of the PPO strategy.
- Shadow charging has been implemented in all three divisions, and a strategic board chaired by the ACC convened to manage this through to statutory charging. A gap analysis is presently being conducted within divisions and a number of police and CPS champions trained. A target of August 2005 was set for implementation and a marketing and training programme has been developed.
- North Wales Police has been effective at reducing the administrative burdens on operational officers from criminal justice processes, including a cross-agency approach to improving file quality, the introduction of electronic files, revision of fixed penalty notices for disorder, effective use of secure email, service level agreements and revised systems, eg Criminal Injuries Compensation Agency claims.
- The force has one of the most up-to-date custody centres in the country, located within Central division. Negotiations are well under way for two other units. The plans also include accommodation for the ambulance service. All custody facilities will then be located alongside the A55. All custody staff are fully trained and the force utilises civilian detention officers.
- A quarterly custody managers' forum ensures that issues of policy and best practice are discussed and shared. Representatives from the facilities department, independent custody visitors, the police authority, the professional standards department and territorial divisions are represented.

Areas for Improvement

- There is no long-term criminal justice strategy that outlines the vision for criminal justice and identifies the performance objectives and targets. Criminal justice performance is monitored by the LCJB, but the head of AJD does not have a place at this meeting.

4 Promoting Safety (Domain 3)

The force is in the process of implementing an ambitious neighbourhood policing strategy, which will aim to appoint 229 CBMs to cover all wards within the force's area. Use of the extended policing family – PCSOs and special constables – is providing effective support to the CBMs and additional high-visibility patrol.

The reassurance policing strategy is directly linked to community engagement and tackling anti-social behaviour through the long-term initiative called Dyna Ddigon (That's Enough). Engagement of partners and the development of a toolkit of measures to tackle anti-social behaviour are providing an effective response to the issue.

4A Reassurance

Fair	Stable
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Strengths

- In 2004-05, the BCS fear of crime indicator (% very worried about burglary) reduced by 4.6% points from 12.8% (2003-04) to 8.2%. This places the force 4th in its MSF group (average also 8.2%) and 8th nationally (average 11.3%).
- The ACC is the ACPO lead for community policing and the Chief Constable has made it clear that this is a top priority. The Chief Constable is strongly committed to driving forward the community policing agenda. Divisional commanders are held to account by monthly performance review, while district inspectors who deliver community policing are subject to weekly performance review.
- Reassurance policing is directly linked to community engagement and tackling anti-social behaviour through the long-term initiative entitled Dyna Ddigon.
- The community and neighbourhood policing strategy is based on the Chicago CAPS and seven-stage National Reassurance Policing Programme (NRPP) model. The seven-step model has been utilised to structure activity and identify appropriate resource requirements. The local assessment results in a plan of improvement using the NIM tasking and co-ordination, development of problem profiles and targeting of offenders.
- The force is committed to providing high-quality neighbourhood policing and has introduced the CBM concept to deliver it. There are currently 164 CBMs and 16 school liaison CBMs, with plans for further expansion to approximately 229 commencing in April 2005. The high-visibility patrol is supplemented further by the introduction of PCSOs. There are currently 33 PCSOs in the force, with a further 24 being recruited.
- The Chief Constable has held seminars specifically for sector inspectors, to highlight community policing issues and provide guidance on beat profiles, the community contact database and problem-solving policing. There is a CBM good practice group, chaired by the superintendent from the Safe Communities team, which looks at corporate CBM issues.

- All PCSOs have had training and are able to access and interrogate the records management system and ICAD to input and retrieve intelligence. The force has 127 special constables who are also deployed in high-visibility roles. Special constables are utilised in various ways, including working alongside CBMs, providing high-visibility foot patrols, and dealing with juvenile nuisance and public order situations in town centres.
- There are many examples of where the press and other media have been used to highlight examples of successful policing. The force is in the process of launching its own quarterly newspaper, which will contain details of the significant improvements it has made in tackling crime. It will be delivered to every household in the force area.

Areas for Improvement

- In 2004-05, the BCS fear of crime indicator (% high levels of worry about vehicle crime) reduced by 0.5% points from 13.3% (2003-04) to 12.8%. This, however, still placed the force bottom of its MSF group (average 8.2%).
- In 2004-05, the BCS fear of crime indicator (% high levels of worry about violent crime) increased slightly from 11.8% (2003-04) to 12.6%. This placed the force 5th in its MSF group (average 10.6%).
- In 2004-05, the BCS Feeling of Public Safety (% high levels of perceived disorder) increased from 12.8% (2003-04) to 13.5%. This placed the force bottom of its MSF group (average 10.6%).
- Although in 2004/05 the number of repeat domestic burglaries reduced from 9.7% (2003/04) to 8%, this is still above the MSF average of 6.1% and places the force sixth in its MSF group. It is, however, just below the national average of 8.3%.
- The briefing and deployment of officers is in need of development in line with the National Briefing Model. Information is available to officers for self-briefing, but deployment is not effective. There are examples of lack of supervision, with sergeants often being in another station, which results in staff self-deploying without reference to patrol priorities or intelligence.

4B Reducing Anti-Social Behaviour and Promoting Public Safety

Good	Improved
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Strengths

- The force philosophy on tackling anti-social behaviour is exemplified by its long-term initiative Dyna Ddigon. It has become embedded within force practices and procedures and has significant partnership involvement. A Dyna Ddigon project board, led by the Chief Constable, sets the strategic priorities, monitors the progress of the initiative and evaluates the use of a toolkit of measures to tackle anti-social behaviour. The DCC established the North Wales ASB forum, which has a healthy representation of partner agencies including CSPs.
- The anti-social behaviour strategy includes a Yellow Card scheme, where details of offenders are taken and they are 'yellow carded' (warned). So far, 1,553 individuals have been yellow carded, 548 letters have been sent to parents, 70 Acceptable Behaviour Contracts have been agreed and 61 Anti-Social Behaviour Orders (ASBOs) have been granted.
- Anti-social behaviour is a force priority and is included in all level 1 control strategies. Information on anti-social behaviour is analysed and incorporated into the level 1 tactical assessments. Intelligence products are developed for identified anti-social behaviour problems, and action is considered at the TT&CG meetings.
- The force community and neighbourhood policing plan describes how local problem solving is used to tackle anti-social behaviour. Based on best practice from the NRPP, it offers a means of evaluating the impact of community problem solving, while engaging with communities and responding to their needs.
- Each division has an anti-social behaviour analyst. They develop action plans and intelligence products for consideration at the level 1 TT&CG meeting. Results analysis is completed for each initiative. From 1 October 2004 to 14 January 2005, 40 intelligence products were created, resulting in 25 operations.
- The joint agency group in each CSP manages actions in relation to anti-social behaviour. Local information-sharing protocols are in existence in each of the three territorial divisions to permit the exchange of information among partner agencies.
- There is an anti-social behaviour officer in place in each division. Their function is to co-ordinate activity between agencies and to lead and co-ordinate the ASBO process.
- North Wales Police was the first force in Wales to make use of the powers, conferred by Section 59 of the Police Reform Act, to seize vehicles used in an anti-social manner.
- The force has engaged with local businesses in a variety of schemes to tackle anti-social behaviour. These include an anti-graffiti scheme, aimed at restricting

spray-paint sales to those under 16, and a 'no hoodies' initiative to stop individuals entering stores with their faces concealed.

- The force's schools liaison officers provide an input to children on anti-social behaviour. This initiative is supported and part funded by the Welsh Assembly Government.

Areas for Improvement

- The Chief Constable and the ACC are meeting with all local authority chief executives to agree a more robust approach to partnership performance management and to spread good practice.
- A formalised policy on dealing with incidents of anti-social behaviour is to be introduced. The intention is to create an 'umbrella' policy on anti-social behaviour, under which will fall various sub-policies. The sub-policies will be strands of anti-social behaviour work.
- Measuring the success in reducing anti-social behaviour is limited to reduction measures and community impact assessments.

5 Providing Assistance (Domain 4)

The force philosophy is to deal with telephone callers at the first point of contact and a three-year plan has been developed to achieve this aim. Both quantitative and qualitative performance targets are being identified as part of a robust performance-monitoring regime for this area of business. There is a comprehensive Welsh language policy and two single emergency numbers – one for the Welsh-speaking community and one for English-speaking callers.

The force is in the process of moving to a single communications centre, which will inevitably pose risks during the transitional period. New procedures, staff training and sickness will require careful management to achieve an effective call and incident management process.

Specialist support is provided by headquarters departments in accordance with service level agreements, which define the type and level of support to be provided. The roads policing strategy is linked to other force strategies, and successful initiatives with partner organisations have led to reductions in the number of fatal and life-threatening collisions. A more sophisticated suite of performance indicators would help to focus road policing resources on force priorities.

5A Call Management

Fair	Improved
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Strengths

- The force target for answering emergency calls is 90% within 10 seconds. In 2004/05, 91.5% of emergency calls were answered within the target time, which is an increase of 2.1% points on the previous year (89.4%). This places the force 3rd in its MSF group (average 89.9%).
- In 2004-05, the % of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions satisfied with respect to making contact with the police was 89.7%. This placed the force 4th in its MSF group (average 88.4%).
- The focus is on dealing with callers at the first point of contact. A three-year plan has now been developed for the division, in which both quantitative and qualitative targets have been set. A quality action plan has been created in response to customer feedback collected by the BMG customer surveys.
- There is robust monitoring of all the areas of call management. The NIM has been introduced to develop an intelligence-led approach not only to dealing with call handling and despatch, but also to informing other divisions of hotspots, emerging trends and possible threats to their performance.
- The force has a comprehensive Welsh language policy. The policy covers Welsh call-handling guidelines in support of the Welsh Language Act 1993 and the Welsh Line Action Plan.
- Forums (eg 'Calling The Police – Having Your Say') have been held to encourage the public to comment on the quality of service. In January 2005, in partnership

with the safer communities department, a public accessibility forum was held with minority and disabled groups, to set standards based on community needs. Several learning points have been identified and an action plan has been created to address issues.

- The force has two single non-emergency telephone numbers – one for the Welsh-speaking community and one for English-speaking callers.

Areas for Improvement

- A call management steering group, with representatives from divisions and departments, may help to identify blockages and make improvements to the service.
- The force has identified that matching resources with demand could be better, and work is ongoing to look at the demand profile of the call centre with a view to finding the best shift patterns to meet the demands.
- The force will go live with I/Mobile during 2005. This technology will allow officers to access data remotely from Command & Control (and various other force systems) via mobile data equipment. It is hoped that this will lead to an improved response to incidents and reduce police officer time spent on administration.
- There is an absence management policy. Return-to-work interviews are carried out with staff to establish the reasons for absence and sickness. Early referrals to the occupational health unit are made to explore all intervention possibilities, to assist staff to return to work as soon as possible. However, sickness has been an issue within the communications centres. Careful management of the transfer to a single communications centre will be required to keep sickness at acceptable levels.

5B Providing Specialist Operational Support

Fair	Improved
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Strengths

- Armed response vehicles (ARVs) are operated and deployed 24/7, with a crew of two officers per vehicle. Force policy is that there will be a minimum of two ARVs deployed and available at any time.
- Less lethal options are available to the firearms officers. Each ARV carries a baton gun and M26 Taser, and they are readily available at every deployment. Specialist dog support is available in force if required.
- There is a debrief procedure following all firearms operations, conducted by the Silver Commander. All incidents are reviewed by the chief firearms instructor and any emerging issues are discussed with the operational support department (OSD) commander.
- In accordance with the codes of practice, the force has a procedure for reporting the results of formal investigations to ACPO and the NCPE. Similarly, there is provision for notifying ACPO of issues and good practice identified in force.
- The force has 32 Silver and Bronze Commanders. All police officers at the rank of chief inspector or above are trained. This number will be reduced to create a smaller pool, which will be used more often to ensure maintenance of skills.
- Service level agreements between headquarters departments and divisions define the level of support to be provided.

Areas for Improvement

- In a recent HMIC thematic inspection, the assessors were unable to see how the link is made between the threat and risks identified, and the provision of armed capability. As a consequence, the threat and risk assessment is considered to be poor. In particular, it does not demonstrate:
 - how the force arrives at the number of authorised firearms officers it currently has and their positioning within the force area;
 - the rationale for the training in some of the more extreme tactics;
 - how the force arrives at some of the numbers it has in its tactical firearms team; and
 - how the number of Gold, Silver and Bronze Commanders and post-incident managers is decided.
- The force's approach to the selection and training of Gold Commanders is fair, and is good for Silver Commanders. However, the procedure adopted for Bronze Commanders is poor and the force should resolve this as a matter of priority.
- Support is given to divisions but, as there is extensive devolvement of authority, there is difficulty in obtaining support from divisions to assist with force-wide incidents. This also impacts on succession planning within specialist departments,

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as divisions are reluctant to release staff to perform temporary duties or for attachments to specialist roles.

5C Roads Policing

Good	Improved
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Strengths

- In 2004-05, the number of road traffic collisions resulting in death or serious personal injury per 100 million vehicle kilometres travelled was 4.62. This is below the national average of 5.69 and place the force 3rd in its MSF group.
- In 2004-05, the number of road traffic collisions resulting in death or serious injury per 1000 population was 0.42. This placed the force 3rd in its MSF group (average 0.53).
- The Chief Constable is the ACPO and force lead on roads policing matters and is recognised as a national lead. The roads policing strategy is linked to other force strategies based on the national roads policing strategy.
- There is good engagement with partners to reduce fatal and life-threatening collisions and there is comprehensive investigation in accordance with the *ACPO Road Death Investigation Manual*.
- The ACPO policy on police pursuits has been implemented, together with a dynamic risk assessment process, to assist in the safe management of pursuits.
- There are examples of roads policing units engaging with partners to reduce casualties, eg an initiative, with a local car dealership (Pentraeth Automotive) and the North Wales Road Safety Group, to educate young drivers.
- Roads policing requirements are identified through the NIM tasking and co-ordination process. Each divisional meeting is attended by roads policing managers, and the OSD holds its own TT&CG meeting each month.
- The OSD has its own intelligence unit that analyses intelligence and information, which it then feeds into the briefing process. An effective review of fatal motorcycle collisions identified specific characteristics (age range of rider, day of week, weather conditions, etc), which enabled the development of an initiative that resulted in a 50% reduction in deaths.
- Automatic number plate recognition is used widely throughout the force area and a bid has been submitted to link the system with the CCTV cameras on the main route through North Wales, the A55.

Areas for Improvement

- Roads policing is not identified as a priority in the force policing plan. Intelligence and other information on roads policing is not considered in the force strategic assessment, but it is dealt with as a separate process.
- The roads policing strategy covers casualty reduction and road safety matters, and this is also reflected in the departmental control strategy. It is felt that the

control strategy could be less generic and could include the setting of specific requirements for roads policing units, including reducing the criminal use of roads.

- There are concerns over the single crewing of roads policing cars at night and the distance officers have to travel to attend incidents without support. Examples were given of drivers travelling over 200 miles per shift and an extreme example of a driver travelling 450 miles in a night due to lack of local roads policing cover.
- There is concern that resourcing is at its lowest level and has not been following the increase in work and responsibilities of the unit. There is little resilience should staff be away from duty, with the risk that the unit will become reactive rather than proactive.
- The targets set for roads policing officers are at a low level and are restricted to numbers of fixed penalties issued, etc. Although these were set to take account of staff who were underperforming, they now need to be developed to a more sophisticated suite of indicators that drive activity to achieving the corporate goals of the force.

6 Resource Use (Domain B)

The force is at the cutting edge of technological development and is regarded as being in the top three nationally for the innovative use of information technology (IT) to support operational policing. Heavy investment in the NICHE records management system (RMS) has replaced legacy systems (there were 39 operational systems and 7 business systems) with one fully integrated system. The technological boundaries are being pushed even further now, with the introduction of mobile data terminals, which give operational officers remote access to systems from their vehicles.

The force has published its RES to the public, and the strong commitment to diversity is managed via the strategic diversity board, which includes representatives from the police authority and the community.

There have been increases in sickness during the past year for both police officers and police staff, which could have an impact on performance in the long term if the causes are not identified and addressed.

The people services group (within human resource (HR)) could play a significant part in driving change management and performance improvement, and the opportunity should be taken to develop this area of the business to support the improvements achieved in many areas of force activity.

6A Human Resource Management

Fair	Stable
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Strengths

- There is an annual costed HR plan that outlines the strategic aims for HR and sets clear objectives and a comprehensive work programme for the year. It includes specific objectives across a broad range of HR activity, including Gender Agenda, Breaking Through, recruitment and promotion.
- There is a police authority HR committee that is regularly provided with performance information to enable it to monitor delivery of the HR plan. There are examples where the authority has identified areas of weakness and challenged the force approach to issues.
- The majority of HR processes have been devolved to operational level, and qualified HR managers have been appointed by divisions to ensure the delivery of a locally-based HR service. The central HR function retains ownership of policy and provides advice and guidance when necessary.
- The chief officer lead for health and safety (H&S) is the director of finance and resources. There is also a police authority lead member who is an H&S professional. The HR plan includes the strategic H&S objectives for the following year.
- There is a force occupational health, safety and welfare performance group that

monitors progress of the H&S plan and commissions audits and inspections. There is also an H&S manager who is responsible for the overall H&S management of the force.

- The force identified a gap in the recording and management of injuries and near misses. As a consequence, significant investment has been made in a web-based system (Think Right) which has improved the recording processes, and the force has won an award for the practical way in which it manages H&S issues and raises the awareness of staff.
- There is an effective, IT-based, performance development review (PDR) process, which has been developed from the Skills for Justice integrated competency framework. A software company, KIM, has been used to improve the system to meet the requirements of North Wales Police. There is a 99.6% compliance rate with the completion of PDRs.
- Internal staff surveys are carried out to gauge morale and monitor staff perceptions. The latest one was completed in June 2005.
- There are extensive policies and procedures covering most aspects of HR management. These are regularly reviewed and updated and are readily available to staff via the force intranet.
- The force has an effective recruitment policy, based on affordability and business need, which has been developed in accordance with the national recruitment standards. The decision as to how many staff are needed is made by divisions, which recruit all police staff members. Police officers are recruited centrally by the people services group.
- Sector inspectors receive a performance-related bonus payment of up to £5,000 over a 12-month period. The force believes that this is a good way of acknowledging the importance of the role they are performing and of rewarding them for their contribution to force performance.

Areas for Improvement

- In 2004/05 the number of working hours lost through sickness by police officers¹ increased by 23% from 134,238 (2003/04) to 165,426. The number of hours lost per police officer, however, reduced by 1% from 99.84 hours (2003/04) to 98.46 (2004/05).
- In 2004/05 the number of working hours lost through sickness by police staff² increased by 17% from 65,315 (2003/04) to 76,537. However, the number of hours lost per police staff member reduced by 6% from 89.8 hours (2003/04) to 84.12.
- There is no long-term HR strategy and the force concentrates on annual plans to achieve its goals. There needs to be consideration of longer-term HR planning

¹ This information is taken from the force's efficiency plan return 2004/05.

² This information is taken from the force's efficiency plan return 2004/05.

and, although HMIC staff could see that the people services group had considered such matters, they need to be satisfied that they form part of a strategy that is costed, responsive to corporate needs and understood by a range of stakeholders.

- There is no evidence of the people services group providing strategic direction to HR management within the force. The people services group is a policy compliance unit that gives advice on force procedures.
- There is no performance management framework that identifies the contribution HR is making to operational policing.
- The divisional HR managers report to divisional commanders only: there should be explicit links with the people services group.
- Although the people services group has changed many former practices of the HR function, it is felt that devolution of processes to divisions and departments without adequate 'governance' leaves the force vulnerable in respect of its corporate approach to HR matters. This is not a criticism of devolved authority to divisions, but a recommendation to ensure that there is maintenance of key corporate HR responsibilities.
- UNISON is satisfied that posts are linked to the integrated competency framework, although they are concerned that some posts are being 'developed' in a way that will only attract former police officers. This has an effect on the morale of police staff members and could adversely affect working relations.
- The retention rate for police officers is good, and morale is regarded as quite good, but improvements need to be made in the management of sickness. Return-to-work processes are not always effective and consistent, and stress resulting from high workloads is reported to be adversely affecting staff health.

6B Training and Development

Fair	Improving
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Strengths

- The force has a training strategy, which is well aligned to relevant Home Office Circulars (HOCs).
- The force utilises a prioritisation and planning model within its training function. HM Inspector found that this model is based on earlier work undertaken by the Police Skills and Standards Organisation (now Skills for Justice), but adapted for local need.
- There are detailed action plans that define the force response to managing learning, training matters and diversity matters, along with audit trails to provide evidence of achievement to date.
- The force has produced an improvement plan, which reflects a thorough and wide-ranging best value review, containing some radical and innovative recommendations. The North Wales Police best value programme board, chaired by the Chief Constable, regularly monitors the improvement plan. In addition, the police authority best value panel has a responsibility to monitor it.
- The force has a wide range of external collaborative events, including family liaison (Victim Support), rules of response driving (HM Coastguard), scene management (the fire service), road death investigation (the CPS) and firearms awareness training (the CPS, magistrates and the judiciary).
- Centrex's models for learning and development in the police service have been well utilised by the force, and the toolkits contained within it are in regular use. Training needs analysis, training design and evaluation activity all feature within the Centrex document as the source material and point of commencement. The force has also employed a training design and development officer, who ensures that the national guidance is utilised throughout all development activity.
- The integrated competency framework is well established in the force. All roles have been mapped against National Occupational Standards during the design process, as has all new appropriate course material. The force has fully implemented HOC 14/2003.
- The business planning cycle for training complies with HOC 53, has clear timelines, integrates with the corporate planning cycle, and informs the budget-setting process.

Areas for Improvement

- The force has attempted to adhere to the NCM to produce its costed training plan; however, not all elements of the model have been used, thus making like-for-like comparison impossible across forces.

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- No monitoring of the cashable element of training is regularly undertaken. The HR board, on a quarterly basis, monitors a number of other factors via the submission of summary reports from all suppliers. These factors include cancellations, attendance rates, and rescheduled courses.
- HM Inspector found that, as the abstraction rate is the key driver for training planning within the force, the cost of training delivery is not given a sufficiently high priority.
- Quality assurance processes within the force are heavily reliant upon one constable, who is in the process of developing force-wide structures to encompass detailed and specific quality assurance and trainer development issues. A new policy has just been approved, but will take some time to become embedded.
- While systematic level 1 and level 2 evaluation work is undertaken, very limited level 3 work has taken place, and none at level 4. Additional resource is needed.

6C Race and Diversity

Fair

Strengths

- In 2004-05, the % of female officers compared to the overall force strength increased from 19.5% (2003-04) to 20.9%. This placed the force 3rd in its MSF group (average 20.4%). The national average is 21.2%.
- In 2004-05, the % of female police staff compared to total police staff was 66.4%. This is above the MSF average (59.1%) and placed the force top of its MSF group.
- An indication of the force's commitment to diversity issues is reflected in the fact that the Chief Constable chooses to be measured by diversity targets in his own PDR.
- The ACC is the ACPO lead for external diversity matters, and the diversity development manager meets with him weekly to discuss any emerging issues and to ensure that the strategic direction is right.
- The force has published its RES to the public. It was continuously reviewed during 2004 and scrutinised by the force's diversity unit. A RES manager has recently been appointed by the force to ensure full compliance.
- A strategic diversity board, chaired by the ACC, has recently been established to examine the issues emanating from national reports and to provide an effective force response. The board is made up of representatives from the people services group, the police authority, staff associations, the community and the diversity development manager.
- The force fair management policy is the overarching policy, which encompasses a definition of discrimination in its various forms and outlines how staff can redress any perceived discriminatory practices by using the force grievance procedure. This is underpinned by the force 'ground rules' that specify the need for staff to understand the differences of colleagues.
- The police authority has an HR committee, with an identified lead member for diversity who sits on the fair management group.
- There is a comprehensive diversity training programme which every member of staff is required to attend. The training is delivered locally and a £500 penalty is charged to divisions and departments for individuals who do not attend on the allocated date.
- All staff associations representing minority groups are allocated generous budgets and are allowed time to attend meetings and conferences.

Areas for Improvement

- There is a force 'fair management group' that monitors compliance with policies and targets, but there is concern that the group is not proactive.
- There is a narrow view of diversity within the force, sometimes limited to dealing with race hate crimes. Diversity strategies should reflect the broad spectrum of issues, including gender agenda, disability, religion, etc.
- Due to the devolvement of recruitment of police staff to divisional level, there is no plan in place to ensure that divisions have a diverse workforce reflecting the community. HR managers provide advice in this respect, but there is no action plan or monitoring of this issue.
- Progression for women officers and staff to higher ranks and specialist posts does not reflect the number of women officers in the force.
- The average annual recruitment is 60 officers with very few from minority groups, despite advertising designed to reach the individuals the force is trying to attract.
- The Black Police Association is of the opinion that race is treated as a difficult issue within the Service, with the various levels of supervision and management apparently reluctant to deal with issues, preferring to refer them to the next level.
- The force has a training programme for diversity, but there is no follow-up review to identify its effectiveness and whether there are still gaps to be filled. Many police staff members have not received diversity training, even though their roles involve direct contact with the public.

6D Resource Management

Excellent

Stable

Strengths

- The force is in a good financial position with over £10 million in reserves. The general reserve stands at £3.5 million – just under 3% of the total budget.
- Long-term planning is developed in the chief officer group (COG) and any area where there is a forecast of rising costs is fed into the annual planning cycle. Within the annual plan, the force produces a three-year strategic plan. In addition, the force has a rolling five-year plan for IT funding and development.
- The police authority is involved in budget screening and is represented at the budget scrutiny panel, which reviews performance against the budget on a quarterly basis.
- The annual planning cycle exposes all business areas to a review of whether resourcing levels are adequate and ensures that each area is suitably efficient. Each costed divisional plan is screened by the Chief Constable, DCC, ACC and director of finance to ensure effective use of resources.
- Divisions are responsible for delivering a fully costed performance plan in accordance with a force planning guide. The plans are screened by the Chief Constable, DCC, ACC and director of finance before the division is allocated its budget according to a funding formula.
- There is a high level of devolvement, including pay, to divisions and departments. A total of 84% of the budget is in the hands of operational commanders/heads of department. Divisional commanders report through the chain of command on budgetary/operational matters to the appropriate ACPO portfolio holders. A budgetary guide is produced setting out the rules of devolvement.
- The force is not looking to change the mix of staff to achieve efficiency gains, but is identifying inefficient processes and cutting out unnecessary bureaucracy. An example is performance information which, historically, has been provided in a printed document. The approach now is to provide the information electronically, in a user-friendly format, and to let individuals access what they need.
- The force uses efficiency planning as a lever to shift resources to where they are required. The efficiency gains made by the force have funded 146 extra constables, 47 CBMs and 55 support staff, and have increased the proportion of front-line policing time.
- It is estimated that the change management programme has produced efficiency savings of £20 million, with £10 million of this being cashable.
- The finance function is held accountable through an audit process. Each audit is followed up with an action plan, which is reported upon until completion. The finance department manages performance through participation in, and use of,

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Chartered Institute of Public Finance and Accountancy benchmarking data. Individual performance within the finance function is monitored via PDR objectives. The finance function has 100% PDR completion.

- The Audit Commission review listed nine examples of good practice with regard to the management, commitment and use of activity-based costing (ABC) within North Wales Police. There were no identified barriers to progress.
- There is an ABC programme board, chaired at ACPO level. Reports are fed into the best value programme and to divisions, to highlight where improvements in performance and efficiency can be gained. Following the Gershon report and using ABC, collaboration discussions with other Welsh forces and Cheshire Constabulary have commenced, to review finance, pay and procurement so as to assess if they can be delivered more efficiently and effectively.
- The authority and the force will be aware, from the 2004 baseline assessments, of the importance of implementing and developing the national ABC model. In the Audit Commission's national ABC data quality report, issued in May 2005, the results for the force are shown as:

2003 issues	Excellent
Costing	Excellent
Internal controls	Good
Information sources	Excellent
Reasonableness	Good
Use of costing data	Excellent

- The force has demonstrated its commitment to implement ABC and will now, with the authority, wish to continue to develop the use of ABC, and activity analysis in particular, as a key element of management information, to drive the linking of resources to performance. Progress will be monitored on an annual basis by the Audit Commission, with results included in future baseline assessments.
- The force is investing in the long-term future of its estate. Within the next four to five years, every station and office will have been either replaced or refurbished.
- A full review of estates was conducted a few years ago and the force is on line to implement all the recommendations that included either replacement or renovation of all police buildings. The force is also complying with the Disability Discrimination Act requirements in improving access to buildings.
- The force is always looking for ways of collaborative working and is currently exploring the opportunity of running a neighbouring forces pay/accounts system. It is looking at ways of minimising the impact of restrictive European legislation that requires them to put contracts out to tender.
- The force has appointed a fleet manager as a result of a best value review into fleet management. There are plans to outsource all vehicle repairs and maintenance, which should be achieved within the next six months, resulting in efficiency savings. There is a vehicle user group that ensures the force fleet is fit

for purpose.

- There is an annual procurement strategy in place and there have been efficiency gains achieved as a result of regional collaboration.

Areas for Improvement

- There are a number of shift patterns within the force and staff are often asked to change shift at short notice. The difference in shift systems is causing disaffection as the length of the working day impacts on the number of rest-days staff get in a year. This issue needs resolving.
- The force approach to devolution is that everything should be devolved to the lowest practical level. While this has its advantages, there is a view that there has been too much, too quickly. As a consequence, there is little corporacy, there is rivalry between the divisions, and there is a reluctance to release staff for attachments or to take up new roles.

6E Science and Technology Management

Excellent

Improved

Strengths

- The IT programme board is chaired by the Chief Constable and includes the director of finance and resources, information management director, chief superintendent divisional commander, chief superintendent corporate development, and principal management accountant (secretary). The board is responsible for the review and validation of business benefits and realisation of opportunities.
- Information management doctrine and information systems and technology (IST) strategy are based on the use of commodity hardware and commercial off-the-shelf software and the adoption of global industry standards. In this context, the force learns from those who have made significant advances in IM, or leads where it identifies new business opportunities yet to be exploited.
- The force has invested in the NICHE RMS to replace legacy IT systems – there were 39 operational systems and 7 business systems – with a fully integrated IT system to support service delivery.
- The force has a comprehensive financial strategy for IST acquisition, which is based on funding through revenue by means of operating leases. This ensures that there is a continuous funding stream, to support the delivery to the information management doctrine and IST strategy.
- The information management group has a five-year rolling revenue plan that underpins the technology programme. The plan is jointly owned by the information management group and the force finance department, and informs the annual projection planning process.
- The information management group has a particularly robust annual projection planning process that explicitly demands that the force as a whole detail the benefits and improvements achieved through the exploitation of technology. The information management group consults with the force to ensure that the projection plan contains the business requirements.
- Service delivery in respect of technology support to the force is governed by formal service level agreements with the relevant service providers. The service level agreements are specifically written and included in contractual arrangements to ensure that the business process supported by the technology is maintained at the appropriate level.
- The information management director regularly advises the force's strategic technology partners in relation to the strategic business direction and the associated projected technology needs. The information management director represents the Welsh region IT directors' regional conference at the ACPO futures group.
- The force continues to invest heavily in mobile data. There are currently over 600

users who access the IT systems remotely. There is a rollout programme under way for a further 200+ mobile data units within the first quarter of 2005.

- The force has appointed a professional project manager (from the private sector) to manage the RMS programme. The introduction of a professional project manager complements the use of police officers to determine the operational requirement and to effect business change. The RMS programme manager ensures that strict project planning, control and detailed documentation are inherent in the programme.
- A resource management programme is being implemented where staff use swipe cards to record their entry and exit of buildings. Hours worked are recorded, and individuals are able to see their rostered duties for the following five weeks and beyond. Managers will be able to manage working hours, sickness, etc and the database will also contain a skills directory as it will include details of all training courses attended.
- Extensive use of specialist security consultants has been made to design, document and painstakingly test security arrangements. During the PITO (Police Information Technology Organisation) penetration tests, the comprehensiveness and robustness of North Wales Police's security arrangements were successfully demonstrated. No remedial action was necessary.
- The information management group operates on a largely flat structure, with staff empowered to make their own decisions. This empowerment encourages self-development and provides a challenging, but rewarding, environment that also encourages staff retention.

Areas for Improvement

- A great deal of progress has been made in developing and introducing effective IT systems, but the full potential will only be realised when staff are totally conversant with their capabilities. More focused education and training of staff would help to realise the full benefits of the significant investment that has, and continues, to be made in IT.

6F National Intelligence Model

Good

Improved

Strengths

- The DCC leads on NIM development and implementation, and chairs the force TT&CG.
- The force is compliant with ACPO minimum standards and is reviewing the non-operational areas of business that are using the NIM, to ensure consistency in its application across a range of service areas.
- There is an effective TT&CG process at divisional level, with meetings being open to other agencies and with sector inspectors being held to account for performance in their areas.
- The strategic assessments and control strategies are fed into the business planning cycle to inform the development of the force annual policing plan. The COG sits at the strategic TT&CG to review the direction of the force and to identify priorities.
- The NIM has been introduced to the OSD and operational communications division to ensure that there is a rational process for identifying priorities and that resources are used effectively.
- An intelligence working group has been formed in order to ensure compliance with the NIM as it evolves. The focus of this group is on intelligence collection, intelligence staff, and the RMS (IT) – including force policy on intelligence retention, weeding and flagging. This is done in accordance with the ACPO manual of guidance on the gathering, retention and dissemination of intelligence.
- The force intelligence section and the tactical and strategic analysis section are structured in order to provide daily research into all areas of the force control strategy, regional control strategy and intelligence requirement. This involves a 'desk' system, with a field intelligence officer, analyst and researcher assigned to an area of the control strategy or intelligence requirement.
- The force has conducted a series of internal inspections of each BCU in order to monitor compliance with NIM minimum standards and to assess each of the areas listed above. These reports included highlights of best practice and recommendations for areas to develop. These reports have also been supplemented by progress checks.
- Key partners are fully engaged with TT&CG processes at both level 1 and level 2. At level 1, representatives attend from all partnership agencies and are tasked. At level 2, partners are invited when necessary, with the CPS being a standing member.
- The force has detailed policies to cover data protection and information security and has implemented the Government Protective Marking Scheme.

Areas for Improvement

- The force is able to identify the priorities under the NIM and these are incorporated in control strategies. The difficulty lies in resourcing level 2 issues as a number of 'packages' have to be referred back for actioning at divisional level.
- There is no corporate briefing system aligned to the national briefing model, so the quality of briefing operational officers is patchy.
- Tasking and co-ordination at all levels is seen as being reasonably effective. However, there are issues over resource capability for level 2 operations, particularly those that are protracted in nature. There is good support at force and regional levels for surveillance and technical expertise, but there is difficulty in competing for resources with other forces in the region that have more serious or complex problems. This means that the force cannot rely on the regional tasking process and has to deal with cross-border crime on its own.
- Divisions employ their own analysts direct and, although there are analysts in every division and department, there is no central control and co-ordination of the quality and professionalism of the role holders. This means that divisions have different approaches, with analysts being used to do a variety of other tasks in addition to their core responsibilities.

7 Leadership and Direction

The force has articulated a clear vision for a Safer North Wales, which is supported by communities and relevant stakeholders through the annual policing plan. Every member of staff is expected to attend one of a series of road shows run by the Chief Constable and the DCC, where the vision of the force, organisational direction and progress are discussed.

There is a 12-month integrated planning cycle, with a logical cascade of plan contents and objectives from force level to departments, divisions and communities. The planning cycle is linked to the NIM, but this could be developed to allow NIM processes to inform the business planning process more effectively.

There is a strong performance management culture with clear lines of accountability for delivering results. There are weekly performance reviews with divisional and departmental managers to ensure progress against objectives and targets.

The performance of the force, particularly around crime reduction and crime detection, is impressive. To sustain this over the long term, the force may wish to explore the development of qualitative performance measures to support the improvements made in achieving quantitative targets.

7A Leadership

Good

Strengths

- The force has articulated a clear vision for a Safer North Wales, which is supported by communities and relevant stakeholders through the annual policing plan. The plan is constructed around the force vision, which the COG agreed with the police authority.
- There is a strong and constructive relationship between the force and the police authority, and authority members are encouraged to get involved in various aspects of policing, to improve their knowledge and understanding. It is acknowledged that there are sometimes tensions, but these are always confronted and resolved. The police authority is pleased with the way the force is performing at the present time.
- The force has an effective planning process and a highly devolved structure. The role of the chief officers in the devolved structure is to provide challenge. This occurs through weekly performance reviews, major incident unit and budget reports.
- The key mechanism for communicating the vision and policing priorities has been a series of road shows run by the Chief Constable and the DCC, involving every member of the force. These road shows engage both police officers and police staff in a dialogue setting out the organisational direction, progress, and standards of behaviour. The message is very clear – and well received by the delegates.

- A series of seminars are held during the year at which issues of topical importance are presented, debated and developed. Recent examples are burglary dwelling, anti-social behaviour and vehicle crime.
- The force has produced, under its fair management policy, a set of 'ground rules' governing internal relationships and setting standards of behaviour that the force expects to see maintained.
- During 2004 the Chief Constable held a series of Meet the Chief, Panad Efo'r Prif evenings in public halls across North Wales. During these meetings he articulated the force vision and dealt with questions on any policing issue.
- The force has produced a comprehensive Welsh language policy that goes beyond the requirements of the Welsh Language Act 1993 in setting out the principles to which it adheres, and it has received favourable comment from the statutory Welsh Language Board as a result.
- There are examples of chief officers supporting the development needs of staff, and inspectors receive development opportunities that can lead to a professional qualification. Further, there is a good example of an officer being allowed to go to the USA to research policing styles that are being used to inform the neighbourhood policing strategy of the force.
- The staff associations – UNISON and the Police Federation – attend the monthly COG meetings where they are involved in the strategic decision-making process.
- There is a constructive relationship with the police authority, with close interaction in respect of best value. There are five strategic planning committee meetings per year. ACPO leads well and smart use of best value is evident. The Chief Constable identifies staff to carry out reviews that look at both services and processes.

Areas for Improvement

- There is a 'feel good' factor about the force, but the speed of change and improved performance has been high and there is a view at many levels of the organisation that time is now needed to consolidate this progress.
- Some police staff are of the opinion that training is poor and that opportunities for career development are few and far between.

7B Strategic Management

Good

Stable

Strengths

- North Wales Police publishes its annual policing plan in June each year. This details what the force and the authority are aiming to achieve over the forthcoming year. The plan is published and distributed to every household in North Wales.
- The three-year strategy plan for 2005–08 takes into account the national policing plan and local policing plans. When planning for the year ahead, direct reference is made to strategies and associated milestones contained within the three-year strategy plan.
- There is a 12-month integrated planning cycle, starting in December when the strategic planning committee confirms the force priorities. In January the police authority approves the draft policing plan. In February the Chief Constable announces the force strategic direction and the police authority approves the budget, and the plan is published in June. In July the police authority sets its planning assumptions for the following year and in September the strategic planning committee feeds in issues from other panels, committees and groups.
- Production of projection plans is part of the force planning cycle which ensures that the NIM is fully integrated with the annual policing plan and three-year strategic plan. This takes into account the direct targeting of funds at dealing with alcohol-related violent crime, anti-social behaviour, Class A drugs, terrorism and domestic extremism, and distraction burglary.
- There is a logical cascade of plan contents and objectives from force level to departments, divisions and communities. The annual policing plan is placed on both the force website and the intranet. A summary leaflet is sent to the public with council tax leaflets and posters detailing policing priorities. The policing priorities are also published in the local press.
- A formal environmental scanning process is carried out by the ACPO secretariat and fed into the planning process.
- The force regularly contacts members of the public who have used its services, by way of quality of service surveys linked to key objectives. Randomly selected members of the public are contacted by telephone to evaluate the quality of service they received. Results are circulated on a quarterly basis to the chief officers, divisional commanders and heads of department for their views.
- The Reducing Bureaucracy Programme has a strong ACPO lead, with the director of finance and resources reporting directly to the COG on a monthly basis regarding police reform implementation and reducing bureaucracy.

Areas for Improvement

- The planning cycle links to the NIM, but this needs to be developed to allow NIM processes to inform business planning more effectively.
- There is a rational approach to devolvement, but there is a cost in the lack of corporacy it has produced.

7C Performance Management and Continuous Improvement

Good	Stable
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Strengths

- The DCC is the force lead for performance management. There is a process in place where divisional commanders and departmental heads are held accountable for operational performance.
- There is a weekly performance review meeting where sector inspectors meet with a member of the divisional command team to discuss their performance. The DCC will attend these meetings if he perceives either a sector or divisional issue arising.
- The OSD and crime services division are also subject to weekly performance reviews. The divisional commanders will choose one area of the business to review each week to monitor progress against objectives and targets.
- There is a police authority performance monitoring committee which receives a report from the force outlining performance. It focuses mainly on volume crime, anti-social behaviour and call handling. The force also provides a quarterly report to the police authority detailing level 2 crime issues.
- The police authority, through the performance committee, receives monthly reports and meets every quarter to review performance. In addition, police authority members access the iQuanta data to monitor performance against the MSF group.
- The police authority challenges performance data. As an example, following receipt of the results of a survey, the chair of the police authority performance committee asked for a report on the way the force meets the reassurance needs of the community.
- The Executive Information System has been developed (it went live in April) to provide real-time performance information to managers. Performance of the force, division, sector or individual can be viewed over any time-frame.

Areas for Improvement

- There are examples of underperformance being dealt with effectively by chief officers, in particular the ability of sector inspectors to deliver performance at a local level. Underperformance is challenged, and officers are moved to other roles if they do not deliver the expected results. While this is a demonstration of a robust management style, it is arguable whether it is sustainable in the long term.
- Some operational officers believe that performance is about achieving statistical targets at the expense of the quality of the service provided. Officers believe

that they can no longer use their discretion in providing solutions to community problems.

- Staff are aware of the NIM, but are unaware of its link to performance. Performance measures relate to issues set by local inspectors rather than being an explicit link to intelligence-led policing.
- Operational inspectors stated that they have access to good performance information, but spend a disproportionate amount of their time reporting on the effectiveness of operations, costs, etc.
- The PDR process does not appear to drive individual activity, with performance being measured down to shift or section, rather than individual level.

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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	43.2%	N/A	58.2%	7 out of 8	48.6%	26 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided (SPI 3a)	N/A	74.1%	N/A	77.2%	5 out of 8	71.5%	16 out of 37
% of white users very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	53.9%	N/A	60.5%	7 out of 8	56.8%	30 out of 37
% of users from BME groups very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	46.0%	N/A	55.3%	8 out of 8	44.1%	27 out of 37
Difference between very/completely satisfied rates (SPI 3b)	N/A	7.93 pts	N/A	5.13 pts	N/A	12.7 pts	N/A
% of white users satisfied with respect to the overall service provided (SPI 3b)	N/A	79.2%	N/A	79.5%	5 out of 8	78.0%	17 out of 37
% of users from BME groups satisfied with respect to the overall service provided (SPI 3b)	N/A	71.0%	N/A	76.0%	7 out of 8	71.2%	27 out of 37
Difference between satisfied rates (SPI 3b)	N/A	8.23 pts	N/A	3.46 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	*	N/A	34.2%	*	24.7%	*
% detected violence against the person offences for White victims (SPI 3d)	N/A	*	N/A	37.5%	*	34.6%	*
Difference in violence against the person detection rates. (SPI 3d)	N/A	*	N/A	3.31 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	0.41	0.50	19.8 %	0.36	8 out of 8	0.70	23 out of 42
% detected racially or religiously aggravated offences	45.3%	56.5%	11.1 Pts	43.1%	1 out of 8	36.4%	5 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	47.1%	N/A	51.3%	7 out of 8	48.6%	24 out of 42

* This data was not available at time of publication

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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	57.5%	N/A	69.3%	8 out of 8	65.9%	34 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	53.0%	N/A	59.8%	7 out of 8	54.9%	29 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	39.0%	N/A	44.7%	7 out of 8	38.8%	24 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	61.7%	N/A	72.7%	8 out of 8	69.5%	35 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	53.2%	N/A	60.1%	7 out of 8	55.6%	30 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	89.7%	N/A	88.4%	4 out of 8	87.8%	15 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	81.5%	N/A	78.0%	3 out of 8	75.4%	9 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	62.5%	N/A	62.0%	3 out of 8	58.5%	10 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	89.7%	N/A	88.4%	5 out of 8	87.8%	15 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	79.0%	N/A	79.3%	5 out of 8	77.3%	16 out of 37
% of people who think that their local police do good job (SPI 2a)	N/A	47.1%	N/A	51.3%	7 out of 8	48.6%	24 out of 42
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (SPI 3a)	N/A	43.2%	N/A	58.2%	7 out of 8	48.6%	26 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided (SPI 3a)	N/A	74.1%	N/A	77.2%	5 out of 8	71.5%	16 out of 37
% of PA buildings open to the public which are suitable for and accessible to disabled people	15.7%	20.4%	4.7 Pts	65.7%	8 out of 8	76.9%	38 out of 38

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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)	N/A	*	*	76.4%	*	55.7%	*
% of partner-on-partner violence (SPI 8b)	*	*	*	76.6%	-	74.1%	-
Racially or religiously aggravated offences per 1000 population	0.41	0.50	19.8 %	0.36	8 out of 8	0.70	23 out of 42
% detected racially or religiously aggravated offences	45.3%	56.5%	11.1 Pts	43.1%	1 out of 8	36.4%	5 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)	3.8%	2.0%	-1.8 Pts	4.7%	2 out of 8	5.3%	5 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime (SPI 4b)	13.6%	15.5%	1.9 Pts	15.2%	4 out of 8	17.9%	14 out of 42
Domestic Burglary per 1,000 households (SPI 5a)	8.86	5.69	-35.8 %	7.71	2 out of 8	14.40	2 out of 43
Violent crime per 1,000 population (SPI 5b)	17.51	19.15	9.3 %	18.05	8 out of 8	22.44	23 out of 42
Robberies per 1,000 population (SPI 5c)	0.30	0.22	-25.4 %	0.36	2 out of 8	1.68	3 out of 42
Vehicle crime per 1,000 population (SPI 5d)	11.35	7.98	-29.7 %	8.57	3 out of 8	13.99	4 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.30	0.34	12.7 %	0.31	5 out of 8	0.61	14 out of 42
Total recorded crime per 1000 population	92.05	80.30	-12.8 %	81.82	3 out of 8	105.37	6 out of 42
Violent Crime committed by a stranger per 1,000 population	7.46	*	*	5.50	*	9.87	*
Violent Crime committed in a public place per 1,000 population	10.44	*	*	9.49	*	13.86	*
Violent Crime committed under the influence of intoxicating substances per 1,000 population	8.05	*	*	5.82	*	4.16	*
Violent crime committed in connection with licensed premises per 1,000 population	1.26	*	*	1.57	*	1.44	*
% of domestic burglaries where the property has been burgled in the previous 12 months	9.7%	8.0%	-1.6 Pts	6.1%	6 out of 8	8.3%	23 out of 37

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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)	3.8%	2.0%	-1.8 Pts	4.7%	2 out of 8	5.3%	5 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime (SPI 4b)	13.6%	15.5%	1.9 Pts	15.2%	4 out of 8	17.9%	14 out of 42
Domestic Burglary per 1,000 households (SPI 5a)	8.86	5.69	-35.8 %	7.71	2 out of 8	14.40	2 out of 43
Violent crime per 1,000 population (SPI 5b)	17.51	19.15	9.3 %	18.05	8 out of 8	22.44	23 out of 42
Robberies per 1,000 population (SPI 5c)	0.30	0.22	-25.4 %	0.36	2 out of 8	1.68	3 out of 42
Vehicle crime per 1,000 population (SPI 5d)	11.35	7.98	-29.7 %	8.57	3 out of 8	13.99	4 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.30	0.34	12.7 %	0.31	5 out of 8	0.61	14 out of 42
Total recorded crime per 1000 population	92.05	80.30	-12.8 %	81.82	3 out of 8	105.37	6 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)	0.30	0.34	12.7 %	0.31	5 out of 8	0.61	14 out of 42
Number of abductions per 10,000 population	0.03	0.	-100 %	0.016	1= out of 8	0.016	3= out of 42
% of abduction crimes detected	50.0%	0.0%	-50 Pts	60.0%	N/A	34.9%	N/A
Number of attempted murders per 10,000 population	0.13	0.15	11.1 %	0.09	8 out of 8	0.14	33 out of 42
% of attempted murder crimes detected	77.8%	110.0%	32.2 Pts	85.5%	1 out of 8	72.7%	6 out of 43
Number of blackmail per 10,000 population	0.104	0.18	71.4 %	0.15	7 out of 8	0.28	25 out of 42
% of blackmail crimes detected	42.9%	66.7%	23.8 Pts	35.4%	2 out of 8	26.2%	5= out of 43
Number of kidnappings per 10,000 population	0.194	0.18	-7.7 %	0.26	3 out of 8	0.53	3 out of 42
% of kidnapping crimes detected	61.5%	83.3%	21.8 Pts	46.3%	1 out of 8	44.3%	3 out of 43
Number of manslaughters per 10,000 population	0.045	0.06	33.3 %	0.026	8 out of 8	0.025	39 out of 42
% of manslaughter crimes detected	66.7%	100.0%	33.3 Pts	93.8%	2= out of 8	119.2%	8= out of 43
Number of murders per 10,000 population	0.	0.149	N/A	0.096	8 out of 8	0.138	34 out of 42
% of murder crimes detected	0.0%	90.0%	N/A	100.0%	6 out of 8	94.5%	27= out of 43
Number of rapes per 10,000 population	2.09	2.39	14.3 %	2.35	5 out of 8	2.65	22 out of 42
% of rape crimes detected	29.3%	26.9%	-2.4 Pts	27.9%	5 out of 8	29.5%	23 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)	17.51	19.15	9.3 %	18.05	8 out of 8	22.44	23 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.30	0.34	12.7 %	0.31	5 out of 8	0.61	14 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population (SPI 6c)	0.20	0.12	-38.3 %	0.16	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)	17.8%	8.8%	-50.8 %	19.8%	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)	44.4%	37.5%	-15.6 %	35.1%	N/A	43.7%	N/A
Number of joint operations between the force and NCS	1.00	*	*	*	N/A	3.94	N/A
Number of joint operations between the force and Revenue and Customs	*	23	*	7.2	N/A	6.78	N/A
No. of confiscation orders	9	2	-77.8 %	7.6	N/A	43.16	N/A
Total value of confiscation orders	£109,653	£24,935	-77.3 %	£197,438	N/A	£1,179,340	N/A
No. of forfeiture orders	10	7	-30 %	6.9	N/A	18.21	N/A
Forfeiture value	£8,214	£5,620	-31.6 %	£7,845	N/A	£79,822	N/A
Trafficking in controlled drugs per 1000 population	0.31	0.33	6.3 %	0.37	4 out of 8	0.45	14 out of 42
% detected trafficking in controlled drugs offences	98.1%	94.1%	-4 Pts	91.6%	3 out of 8	91.7%	18 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)	N/A	*	*	76.4%	*	55.7%	*
% of partner-on-partner violence (SPI 8b)	*	*	*	76.6%	*	74.1%	*
Racially or religiously aggravated offences per 1000 population	0.41	0.5	19.8 %	0.36	8 out of 8	0.7	23 out of 42
% detected racially or religiously aggravated offences	45.3%	56.5%	11.1 Pts	43.1%	1 out of 8	36.4%	5 out of 43

* This data was not available at time of publication

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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)	10.0%	20.0%	10 Pts	12.5%	2 out of 8	10.1%	3 out of 43
% detected of violent crime (SPI 7c)	69.2%	78.3%	9.1 Pts	60.3%	1 out of 8	49.5%	1 out of 43
% detected of domestic burglaries (SPI 7b)	27.9%	38.0%	10.1 Pts	18.1%	1 out of 8	15.9%	1 out of 43
% detected of robberies (SPI 7d)	36.3%	39.3%	3 Pts	27.6%	1 out of 8	19.9%	3 out of 43
% of notifiable/recorded offences resulting in a charge, summons, caution or taken into consideration at court (SPI 7a)	21.1%	26.9%	5.8 Pts	24.3%	2 out of 8	21.4%	6 out of 43
% total crime detected	32.6%	41.9%	9.4 Pts	31.8%	2 out of 8	25.7%	3 out of 43
% sanction detected of vehicle crimes	8.1%	16.6%	8.5 Pts	11.1%	2 out of 8	9.3%	4 out of 43
% sanction detected of violent crime	32.1%	35.8%	3.6 Pts	37.8%	6 out of 8	34.3%	30 out of 43
% sanction detected of domestic burglaries	21.3%	28.9%	7.6 Pts	15.4%	1 out of 8	14.3%	2 out of 43
% sanction detected of robberies	31.8%	30.0%	-1.8 Pts	24.7%	3 out of 8	17.2%	7 out of 43
% detected racially or religiously aggravated offences	45.3%	56.5%	11.1 Pts	43.1%	1 out of 8	36.4%	5 out of 43
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6a)	13131	14460	10.1 %	15417	N/A	27381	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6b)	20.2%	26.8%	6.7 Pts	24.1%	3 out of 8	20.7%	5 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population (SPI 6c)	0.20	0.12	-38.3 %	0.16	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)	17.8%	8.8%	-50.8 %	19.8%	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)	44.4%	37.5%	-15.6 %	35.1%	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%	102.4%	12.4 Pts	81.9%	1 out of 8	85.4%	2 out of 42
Theft of motor vehicle (MV) - % scenes examined	55.0%	56.7%	1.7 Pts	51.7%	3 out of 8	40.1%	10 out of 42
% fingerprint recovery from burglary dwelling scenes examined	41.0%	57.5%	16.5 Pts	37.2%	2 out of 8	32.1%	2 out of 42
% fingerprint recovery from theft of MV scenes examined	45.0%	59.3%	14.3 Pts	48.3%	3 out of 8	48.9%	12 out of 42
% DNA recovery from burglary scenes examined	10.0%	16.0%	6 Pts	9.8%	1 out of 8	8.2%	2 out of 42
% DNA recovery from theft of MV scenes examined	37.0%	34.5%	-2.5 Pts	22.3%	1 out of 8	20.1%	1 out of 42
% fingerprint idents from recovery at burglary dwelling scenes	18.0%	18.1%	0.1 Pts	22.1%	6 out of 8	16.8%	20 out of 42
% DNA matches from recovery at burglary dwelling scenes	*	32.6%	N/A	29.5%	4 out of 8	35.5%	27 out of 42
% DNA matches from recovery at theft of MV scenes	*	30.8%	N/A	29.4%	5 out of 8	38.3%	28 out of 42
% fingerprint idents from recovery at theft of MV scenes	31.0%	17.9%	-13.1 Pts	28.6%	8 out of 8	27.9%	39 out of 42
% conversion of fingerprint idents to primary detections	58.0%	58.5%	0.5 Pts	37.7%	3 out of 7	45.3%	11 out of 41
% conversion of fingerprint idents to total detections (incl. secondary)	92.0%	75.7%	-16.3 Pts	57.9%	4 out of 7	82.5%	24 out of 41
% DNA primary detections per match	44.0%	64.4%	20.4 Pts	61.5%	4 out of 8	49.5%	9 out of 42
% DNA total detections per match (incl. secondary)	82.0%	80.8%	-1.2 Pts	113.6%	6 out of 8	88.7%	30 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)	13131	14460	10.1 %	15417.0	N/A	27380.9	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6b)	20.2%	26.8%	7 Pts	24.1%	3 out of 8	20.7%	5 out of 42
% of arrest summons entered onto the PNC in one day (target 90%)	88.0%	91.9%	3.9 Pts	84.7%	2 out of 8	82.0%	2 out of 43
% of court results entered onto the PNC in 10 days	35.6%	83.4%	47.8 Pts	63.3%	1 out of 8	54.5%	5 out of 43
Number of sanction detections	13,044	14,479	11 %	15,563.8	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)	12.8%	8.2%	-4.6 Pts	8.2%	4 out of 8	11.3%	8 out of 42
BCS Fear of Crime (% high levels of worry about vehicle crime) (SPI 10a)	13.3%	12.8%	-0.5 Pts	8.2%	8 out of 8	12.5%	25 out of 42
BCS Fear of Crime (% high levels of worry about violent crime) (SPI 10a)	11.8%	12.6%	0.8 Pts	10.6%	5 out of 8	15.1%	17 out of 42
BCS Feeling of Public Safety (% high levels of perceived disorder) (SPI 10b)	12.8%	13.5%	0.7 Pts	10.6%	8 out of 8	15.8%	15 out of 42
% of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months.	34.6%	*	*	32.1%	*	37.8%	*
% of domestic burglaries where the property has been burgled in the previous 12 months	9.7%	8.0%	-1.6 Pts	6.1%	6 out of 8	8.3%	23 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)	*	4.62	*	5.70	*	5.69	8 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.42	*	0.53	3 out of 8	0.51	9 out of 34

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 %	10.	N/A	11.1	N/A
Number of calls answered within local target time	103,757	101,398	-2.3 %	98,241	N/A	254,988	N/A
% of 999 calls answered within locally set target time	89.4%	91.5%	2.1 Pts	89.9%	3 out of 8	87.3%	14 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	197	223	13.2 %	185.3	N/A	378.5	N/A
Number of operations where the officers have not commenced operations before being stood down	0	0	0 %	3.0	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)	*	4.62	*	*	3 out of 8	5.69	8 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.42	*	0.53	3 out of 8	0.51	9 out of 34

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)	347.05	*	*	74.45	*	70.57	*
Number of working hours lost due to sickness by police staff (SPI 13b)	.	*	*	57.23	*	63.72	*
Medical retirements per 1,000 police officers	*	*	*	3.98	*	2.9	*
Medical retirements per 1,000 police staff	*	*	*	3.6	*	2.16	*

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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)	*	N/A	*	1.0%	N/A	3.9%	N/A
% of people from BME groups in the economically active population of the force area (SPI 12a)	N/A	1.0%	N/A	1.5%	N/A	8.0%	N/A
Ratio of BME groups resigning to all officer resignations (SPI 12b) (White officers: visible minority ethnic officers)	*	*	*	1: 2.72	*	1: 1.47	*
% of female officers compared to overall force strength (SPI 12c)	19.5%	20.9%	1.4 Pts	20.4%	3 out of 8	21.2%	23 out of 42
% of female police staff compared to total police staff	64.4%	66.4%	2 Pts	59.1%	1 out of 8	62.3%	4 out of 42
% of white police officer applicants appointed	10.3%	*	*	13.1%	N/A	26.9%	N/A
% of BME police officer applicants appointed	*	*	*	4.1%	N/A	24.0%	N/A
Difference in % of applicants appointed	*	*	*	9 pts	N/A	2.8 pts	N/A
% of female police officer applicants appointed	11.6%	*	*	15.6%	N/A	29.1%	N/A
% of male police officer applicants appointed	8.1%	*	*	11.2%	N/A	24.2%	N/A
Difference in % of applicants appointed	3.5	*	*	4.4 pts	N/A	4.9 pts	N/A
Difference between voluntary resignation rates of male and female officers	*	*	*	1: 1.58	*	1: 1.41	*

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	91.2%	0.0%	-91.2 Pts	80.9%	8 out of 8	88.2%	41 out of 41
Total spending per police officer	£64,379.98	£68,781.26	6.8 %	£71,097.34	N/A	£121,668.41	N/A
Total spending per 1,000 population	£155,990.52	£171,796.78	10.1 %	£150,419.36	N/A	£320,496.85	N/A

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Appendix 2: Glossary of Terms and Abbreviations

ABC	activity-based costing
ACC	assistant chief constable
ACPO	Association of Chief Police Officers
AJD	administration of justice department
ANPR	automatic number plate recognition
ARV	armed response vehicle
ASBO	Anti-Social Behaviour Order
BCS	British Crime Survey
BCU	basic command unit
BME	black and minority ethnic
BVR	Best Value Review
CATS	Case Analysis Tracking System
CBM	community beat manager
CDRP	Crime and Disorder Reduction Partnership
COG	chief officer group
COMPASS	a national information technology system for tracking, managing and recording caseload information
CPS	Crown Prosecution Service
CSI	crime scene investigator
CSP	community safety partnership
DCC	deputy chief constable
DNA	deoxyribonucleic acid
DV	domestic violence
Gender Agenda	an ACPO/Home Office initiative to promote equal opportunities for women

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in the police service

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
H&S	health and safety
HMIC	Her Majesty's Inspectorate of Constabulary
HOC	Home Office Circular
HOLMES	Home Office Large Major Enquiry System
HR	human resource
iQuanta	a web-based tool for policing performance information and analysis, developed by the Police Standards Unit (PSU) of the Home Office
IS/IT	information services / information technology
LCJB	local criminal justice board
Level 2 Criminality	criminal activity that takes place on a cross-boundary basis
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
NCPE	National Centre for Policing Excellence
NCRS	National Crime Recording Standard
NCS	National Crime Squad
NICHE	a Canadian software supplier who have supplied a Records Management System to a number of forces across the UK
NIM	National Intelligence Model
NRPP	National Reassurance Policing Project
OSD	operational support department

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PA	police authority
PACE	Police and Criminal Evidence Act
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
PPO	persistent and prolific offender
PYO	persistent young offender
QA	quality assurance
RES	race equality scheme
RMS	record management system
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
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
TT&CG	tactical tasking and co-ordination group
UNISON	the trade union for people delivering public services
Volume Crime	not a technical term but normally refers to high incidence vehicle crime, burglary and in some areas robbery