Her Majesty's Inspectorate of Constabulary

Baseline Assessment
North Yorkshire Police

October 2005

Contents

Introduction to Baseline Assessment

This report is the outcome of HMIC's assessment of North Yorkshire 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.

Conclusion

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

The following forces have been identified as being most similar to North Yorkshire in terms of demography, policing environment and other socio-economic factors: Devon and Cornwall, Gloucestershire, Lincolnshire, Norfolk, Suffolk, Warwickshire and Wiltshire. 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.

Baseline Assessment 2005 Frameworks			
1 Citizen Focus (PPAF domain A)			
1A Fairness and Equality • Equality of service delivery • Community cohesion • Engaging with minority groups	**1B Neighbourhood Policing and Community Engagement** • 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** • Quality of service to victims and witnesses • Customer care • Responding to customer needs • Accessibility of policing services	**1D Professional Standards** • 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 • Partnerships on child protection, reducing race crime, domestic violence (DV) and homophobic crime • Performance in reducing these crimes • Multi-agency police protection arrangements (MAPPA) and sex offenders	**2B Volume Crime Reduction** • Crime strategy • Performance in reducing volume crime • Problem solving • National Crime Recording Standard (NCRS) compliance	**2C Working with Partners to Reduce Crime** • 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 • 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** • 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** • 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 • Crime strategy • Crime recording • Investigative skills, eg interviewing • Automatic number plate recognition (ANPR) • Detection performance	**3E Forensic Management** • 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** • Quality and timeliness of case files • Custody management/prisoner handling • Youth justice • Police National Computer (PNC) compliance	

4 Promoting Safety (PPAF domain 3)		
4A Reassurance • 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** • 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 • 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** • Management of central operational support • Police use of firearms • Capability for policing major events/incidents	**5C Roads Policing** • Effectiveness of arrangements for roads policing • Integration/support for other operational activity
6 Resource Use (PPAF domain B)		
6A Human Resource (HR) Management • 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** • Costed training strategy and delivery plan • Key training and development issues	**6C Race and Diversity** • Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability • Performance in meeting key targets
6D Resource Management • 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** • 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)** • 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 • 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** • 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** • 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 Yorkshire Police (NYP) is responsible for policing England's largest county covering 7,770 square kilometres from Selby in the south to Richmond in the north as well as the unitary authority of York. Two National Parks, the North York Moors and the Yorkshire Dales cover a large area of North Yorkshire. It has 72 kilometres of coastline and shares its boundary with seven other police forces. The economy is based primarily on agriculture and tourism. Earnings are above the regional average and approximately 94% of the national figure and house prices are above the national average.[1] The country has a population of 759,183 and in terms of demography, North Yorkshire compared with the national picture has a lower than average number of young people and a higher than average number of people aged 75 or over. There are two cities in the force area: York with a population of 181,131 and Ripon. The county's resident black and minority ethnic communities are currently estimated at 1.3% of the population, with Chinese, Indian and Pakistanis being the three largest groups, although there is a distinct Bangladeshi community located in York.

The force headquarters is in the village of Newby Wiske, centrally positioned within the county and located within the Eastern basic command unit (BCU). The force is structured around three BCUs, locally referred to as area command units (ACUs) and these territorial units are coterminous with a number of local government structures and crime and disorder reduction partnerships (CDRPs) as follows:

- the Western Area, made up of three district authorities, Harrogate Borough, Craven and Richmondshire, with the area HQ in Ripon;
- the Eastern Area, made up of three districts authorities, Hambleton, Scarborough and Ryedale with the area HQ in Malton; and
- the Central Area made up of one unitary authority, the City of York and the district authority of Selby. The area HQ is located in York.

The Association of Chief Police Officers (ACPO) team is based at HQ and comprises the Chief Constable, the deputy chief constable (DCC), the assistant chief constable (ACC) (territorial policing (TP)), ACC (specialist support (SS)), director of finance and director of human resources (HR). While some specialist resources are co-ordinated centrally, eg firearms, crime scene investigators (CSIs) and child protection, the focus is on front line area based staff delivering local solutions.

In 2002/03 and 2003/04 the North Yorkshire Police Authority (NYPA) as a result of receiving low levels of government funding, raised additional revenue from setting increased levels of precept. Such funding was necessary to drive the strategic plan within the North Yorkshire (NY) Policing Thrust programme and has enabled investment in the NYP Forward programme, a major business change initiative aimed at wholesale modernisation of a number of key systems and processes, as well as wider improvements to visibility, increased staffing levels and operational performance.

Operation Delivery, launched in September 2003, has brought about a step change in performance across NYP, particularly in relation to reductions in crime, increased detections and improved call handling. During 2004/05, NYP achieved a 13.5% reduction in crime,

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[1] The national average for house prices for January to March 2005 in England and Wales was £183,486; the average house price for January to March 2005 in North Yorkshire was £190,539.

compared with the previous year and over one third of all recorded crime (35.1%) was detected.

NYP has continued to embrace Police Reform, in particular those elements that have the greatest potential for influence on public reassurance. As such, there were 75 police community support officers (PCSOs) working within communities by 31 March 2005, and 53 neighbourhood policing teams went 'live' on 1 April 2005, building further on the well established community policing ethos across North Yorkshire and the City of York.

NYP moves into 2005/06 with the stated aim of becoming the 'leading police service'. Sustained success in tackling volume crime, coupled with the infrastructure and commitment to tackle, with partners, the quality of life issues within communities, will secure that position.

Summary of Judgements	Grade	Direction of Travel
1 Citizen Focus		
1A Fairness and Equality	**Fair**	
1B Neighbourhood Policing and Community Engagement	**Fair**	**Improved**
1C Customer Service and Accessibility	**Fair**	**Improved**
1D Professional Standards		
2 Reducing Crime		
2A Reducing Hate Crime and Crimes against Vulnerable Victims	**Good**	**Stable**
2B Volume Crime Reduction	**Fair**	**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	**Poor**	
3C Investigating Hate Crime and Crimes against Vulnerable Victims	**Good**	**Stable**
3D Volume Crime Investigation	**Good**	**Improved**
3E Forensic Management	**Fair**	**Deteriorated**
3F Criminal Justice Processes	**Good**	**Improved**
4 Promoting Safety		
4A Reassurance	**Fair**	**Improved**
4B Reducing Anti-Social Behaviour and Promoting Public Safety	**Good**	**Stable**
5 Providing Assistance		
5A Call Management	**Good**	**Improved**
5B Providing Specialist Operational Support	**Fair**	**Stable**
5C Roads Policing	**Fair**	**Improved**
6 Resource Use		
6A Human Resource Management	**Good**	**Stable**
6B Training and Development	**Good**	**Improving**
6C Race and Diversity	**Fair**	
6D Resource Management	**Poor**	**Improved**
6E Science and Technology Management	**Good**	**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**	**Improved**

1   Citizen Focus (Domain A)

The Chief Constable has set out and communicated organisational standards around diversity within the Diversity Incorporating Safer Communities (DISC) policy framework. The force has developed partnerships and systems to ensure diversity, equality and fairness issues are managed and monitored.

The NY Policing Thrust strategy, together with the high visibility, accessibility and reassurance strategy, underpins the approach to neighbourhood policing and community engagement.

NYP has well established consultation links and NY Policing Thrust contains direct links to the CDRP strategies to ensure public views are actively considered and managed. There are a number of developments around the current police estate to improve the quality of, and accessibility to, services.

1A   Fairness and Equality

Fair

Strengths

- The ACC (SS) is the chief officer lead for external race and diversity issues and chairs the race equality steering group. The director of HR is the lead for internal race and diversity matters.

- The force DISC policy has been consulted upon internally and externally and is widely communicated.

- A superintendent has been appointed as the dedicated force lead for community safety issues. This provides a corporate overview and is developing consistency of approach to community safety matters across the force, particularly in relation to hate incidents.

- The force has adopted the recommendations of the ACPO hate crime manual, and the hate crime policy reflects the recommendations that were made.

- Hate incidents are discussed as a priority matter at area management meetings and are monitored by the diversity unit. The professional standards department contributes to this process by monitoring the breakdown of complaints by ethnicity and flagging up issues as necessary.

- The force has a process whereby significant issues and community intelligence are captured by officers' attendance at public meetings. This information is used to inform business planning and setting of objectives.

- The force has made use of a variety of initiatives to promote diversity issues. The Chief Constable has personally met with minority staff to reinforce her stance following the 'Secret Policeman' TV programme.

- All staff have undergone race and diversity training and a new strategy is currently being developed, linked to the race equality scheme (RES). Further training is planned for all staff in due course.

- The force has an internet site with the facility to report hate crime online, along with a number of third party reporting centres in the Eastern Area. There are plans to extend this facility across the force.

- Satisfaction rates of users for the overall service provided are generally good, positioning the force well within the most similar forces (MSF) group and nationally.

- The force has worked with SCOPE in assessing access needs in buildings across the force area. The SCOPE representative is also part of the force-level DISC group. Portable hearing loops are accessible if required in NYP buildings. Estates department has a programme of refurbishment to ensure all buildings are Disability Discrimination Act compliant.

- The force complaints and professional standards department captures data on the complaints system, which shows the breakdown of the categories of complaints by ethnic origin. Where analysis of the data shows an inequality of service performance, this is reported to area management teams and the NYPA complaints committee.

- The force has provided a rolling programme of stop and search training for staff, ensuring that individuals are aware of their rights, responsibilities and the law in relation to the use of this power.

- The force has a RES, which encompasses the six strands of diversity. This scheme has been extensively reviewed as required under the Race Relations (Amendment) Act. A steering group under the chairmanship of the ACC (SS) directed this work and all policies were tested for compliance.

Areas for Improvement

- The race and diversity advisory groups are developing across the force. While consistency in their terms of reference and operation has yet to be achieved across the force, it is intended that part of their remit will be to monitor police use of stop and search protocols, complaints and specific incidents.

- The force plans to undertake a full cultural and diversity audit in 2005/06.

- A specific community cohesion policy or defined mechanism for responding to escalating community tensions and critical incidents is not yet in place. However, it is recognised that good use of community impact assessments has been made in relation to specific incidents.

- Diversity objectives do not currently form part of the performance review processes. There are plans to include such objectives in area and departmental plans in 2005/06.

- The RES is currently under development, led by a steering group chaired by the ACC (SS). This includes relevance testing of all policies and functions with a link to race and diversity action groups for consultation.

- A consultation officer has been appointed and is working to develop a consultation strategy for the force, bringing together the many existing mechanisms.

- While there has been some involvement of community members in the delivery of diversity training, this is limited and the force is aware of the need to develop in this area.

- The satisfaction rate for victims of racially or religiously aggravated incidents is currently 40%. This is significantly below the MSF group and national averages although sample sizes are very small and are subject to statistical variation.

- The use of community impact assessments following race incidents is developed to varying degrees across the force.

		Fair	Improved

1B **Neighbourhood Policing and Community Engagement**

Strengths

- The force has a number of effective consultation mechanisms and works in conjunction with the NYPA in this process. While a number of different processes exist, this is indicative of the force's ability to respond to the needs of differing communities across a large geographical area in a flexible manner.

- There are good examples of community profiling across the force area, particularly through the use of data exchange mechanisms with CDRP partners. The force is alive to the need to further develop this in other areas.

- NY Policing Thrust 2005–08 and the high visibility, accessibility and reassurance strategy underpin the force commitment to community engagement. Additionally, the NYPA holds a quarterly community engagement board to ensure that it and the force have comprehensive and coherent strategies in place.

- NY Policing Thrust 2005–08 contains a direct link to CDRP strategies, which are drawn up through community audits.

- The force has a number of successful watch schemes developed in partnership with communities and other agencies. There are also a number of community volunteers who are used to good effect throughout the force area.

- There are a number of successful multi-agency task groups and good use of problem solving initiatives in the force. Community intelligence, which is central to their success, is developed and prioritised through the National Intelligence Model (NIM) process.

- The force has a number of community beat officers (CBOs) who are co-located with partner agencies and involved in successful multi-agency, problem solving approaches to issues.

- The accreditation process for Vehicle and Operator Services Agency staff has now been finalised and was fully implemented in March 2005.

Areas for Improvement

- The force is currently adopting a neighbourhood policing model and has yet to finalise how this will be structured and managed. From a strong traditional position, the force is working towards a more corporate model encompassing National Centre for Policing Excellence manual of guidance issues. The project lead is the ACC (SS).

- The force is currently developing an abstraction policy for neighbourhood officers and has stated its intention to tutor probationer constables within the neighbourhood

policing environment.

- The force has experienced some problems in conducting public surveys and has recently appointed a new contractor in order to improve performance in this area.

- Despite specific and directed activity with young people, as a whole, they remain a hard-to-reach group for NYP. If NYP is to be successful with partners in tackling anti-social behaviour (ASB), every effort must be made to bridge this gap. Each district now has a development worker employed by Connexions to further progress in this area.

- The force is aware of the need to identify suitable, capable individuals to carry out the neighbourhood policing role and rewards individuals in this role with a special priority payment.

- The force is currently developing a formal framework in order to measure the impact of community engagement. Neighbourhood policing teams have performance indicators to direct activity towards community engagement issues.

1C   Customer Service and Accessibility

Fair	Improved

Strengths

- The ACC (SS) has the lead for customer care issues. There is also a dedicated superintendent lead for public access issues.

- The force has a customer service standards policy focusing on the levels of service that can be expected and how members of the public will be kept informed.

- The force has introduced a county-wide single, non-emergency contact number. This has resulted in a significant rise in the number of calls to the force from the public. Associated improvements in call management processes mean that the force is performing well in relation to its targets.

- The county-wide non-emergency number project developed close links with RNIB and RNID to ensure the equality of access was enhanced on the introduction of the new number. NYP also uses Language Line for people whose first language is not English.

- Accessibility has been further enhanced by the introduction of 24 hour opening of police stations in York, Scarborough and Harrogate. The use of local volunteers in some areas has enabled the force to increase opening hours in other police stations.

- Performance in relation to satisfaction rates is generally good and positions the force well in the MSF group and national comparisons.

- The call centres have employed quality assurance officers. Part of this role is to carry out 'cold calls' to customers in relation to the service they received when contacting the police and to feed the issues raised into performance management processes.

- Victim Support North Yorkshire delivers an awareness session to all probationer constables and crime recording unit staff.

- Vulnerable victims units were introduced in January 2005. These are based at York, Scarborough, Harrogate and Northallerton. The remit of the units is to respond to the abuse of vulnerable adults.

- There is an estate strategy that has been consulted across the organisation and with the NYPA.

- The force has a number of one-stop shops and is co-located with the fire service in one area.

- All ACUs within the force make effective use of mobile police stations to engage with and reassure remote communities.

- The force is currently developing public access through e-mail and SMS text.

Areas for Improvement

- The current approach to the management of customer service is to be addressed through the implementation of the standards within the Quality of Service commitment. A gap analysis has been conducted in relation to NYP's current standards against the Quality of Service commitment and the force is preparing action plans to address this.

- Work is currently ongoing to develop a consistent method of referral from a single point of contact to Victim Support through the call handling centre. A data extraction tool is being developed to ensure efficient transfer of data to Victim Support.

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 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 has experienced a substantial reduction in overall crime of 13.4%. Recorded offences of domestic burglary have decreased by 40.6%, robberies by 16.2% and vehicle crime by 31.8%. The force is robust in its application of the National Crime Recording Standard (NCRS) guidelines. In conjunction with partner agencies, NYP has organised a number of 'No Crime' days which have been successful.

There is active chief officer commitment to partnership working, led by the ACC (SS), and there are a number of effective partnership structures in place throughout the force. NYP and the NYPA work closely in developing effective performance around partnership delivery. Partnerships work well and the development of intelligence-led and focused activities are adding value.

2A   Reducing Hate Crimes and Crimes against Vulnerable Victims

Good	Stable

Strengths

- The ACC (SS) is chief officer lead for hate crime.

- The force-level consultation group on race and diversity issues is chaired by the ACC (SS) and meets quarterly. It has diverse membership and includes both internal and external representatives. The group, which includes the chairs of the area race and diversity groups, acts as critical friend to the force in relation to hate crime and crime against vulnerable victims.

- Each ACU has an appointed diversity champion at senior management level and a race and diversity advisory group (formerly DISC groups). There is evidence of increasing involvement of external stakeholders.

- The chairs of the area race and diversity groups also sit on the force-level equivalent group, chaired by the ACC (SS).

- ACUs have established good links with partner agencies in order to share their resources and engage them in hate crime measures. These agencies include district CDRPs, local diversity focus groups, MESMAC, the local authority community cohesion advisor and other volunteer agencies, thereby ensuring a multi-agency approach.

- Working with other agencies, the force has launched 14 third party reporting sites in Scarborough for hate crime and is looking to develop further sites across the force area.

- The force has increased the level of hate crime reporting by 111% but remains significantly below the MSF group and national averages for the number of offences per 1,000 population. The detection rate of 55.3% is well above the national average of 36.4%.

- Hate crime forms part of the strategic intelligence assessment and the force and local control strategies, under the umbrella heading of violent crime.

- The NIM process identifies hate incidents on a daily basis. These are flagged within area daily management team meetings and force Gold meetings, for review, evaluation of action, further action and community impact assessment if required.

- The ACC (TP) is the chief officer lead for child abuse investigation.

- The force has a robust policy for child abuse investigations which clearly sets out defined lines of responsibility and provides comprehensive guidance for staff dealing with cases of child abuse.

- The force policy in respect of child protection details the roles and responsibilities of inter-agency working. Hard copies of area child protection committee (ACPC) procedures are available at all operational stations for reference purposes to support the force policy.

- Child protection issues are raised and discussed at monthly NYP crime business meetings and the profile of child protection is included within the force control strategy.

- In more serious cases, such as complex child abuse investigations, or where fatal or life threatening injuries have resulted, a senior detective will assume responsibility for the investigation, utilising both child protection trained officers and area investigators. This achieves the appropriate balance of experienced investigators working within an inter-agency framework.

- The force has recently engaged on joint agency training initiatives in relation to child protection issues. Further training is planned for later in 2005.

- Domestic violence (DV) is a high priority for the force and is effectively led at chief officer level by the ACC (TP). Incidents form part of the monitoring of daily performance at daily Gold meetings and a nominated senior officer ensures incidents are reviewed for policy compliance, with issues identified fed directly to area commanders.

- Incidents of DV are discussed daily at Gold meetings, chaired by the ACC (TP), and are separately reported within the dashboard. Dashboard data focuses on numbers of incidents, crimes recorded and arrests. It is also reviewed as a standing agenda item on areas through daily management team meetings.

- The force has made good use of a number of multi-agency groups and forums to address DV and hate crime issues across the force area.

- An increase in the effectiveness of the working relationship with the Crown Prosecution Service (CPS) has ensured a more joined-up approach and ensures that more cases are reaching court through consistent application of the policy.

Areas for Improvement

- The current system for the management and monitoring of child protection cases is paper based. However, an IT package (CATS) is to be introduced to further develop and enhance this work and is intended to ensure the capturing of children's details at DV incidents.

- While it is acknowledged that informal information sharing protocols exist between the force and other agencies in relation to child protection matters, there are no formal protocols or agreements in place.

2B **Volume Crime Reduction**		**Fair**	**Improved**

Strengths

- The force has recorded a reduction of 13.4% in total recorded crime. Reductions of 40.6% in domestic burglary, 16.2% in robbery and 31.8% in relation to vehicle crime have been achieved.

- The force, in conjunction with partner agencies and organisations, has organised a number of 'No Crime' days. Evaluation has shown that on these 'No Crime' days, there are significant reductions in recorded crimes and they are regarded as having been worthwhile initiatives to reduce crime.

- The ACC (TP) is the chief officer lead for volume crime reduction. Performance is managed through a robust structure on a daily, weekly and monthly basis. Performance details are published widely throughout the organisation.

- The NYPA performance monitoring board (quarterly) is used to communicate performance levels to the NYPA, inform on what progress is being made in respect of performance and enable challenges to be made in relation to the information. It also provides the opportunity for NYPA members to raise any other queries relating to performance.

- There is effective involvement of CDRP partners in tasking and co-ordination processes across the force.

- A recent inspection by the Audit Commission saw the force graded Green overall for its data quality and management of NCRS.

- The force has recruited a substance abuse analyst who works alongside local authority officers to address issues relating to alcohol and substance abuse related crime.

- The force has launched the Alliance against Violence initiative, a five-point challenge that has been endorsed by the North Yorkshire heads of probation, the CPS and youth offending teams. The alliance aligns these organisations with the NIM structure in a co-ordinated approach to tackling the issue of violence, including alcohol related. This involves data sharing, analysis and problem solving initiatives in relation to both individuals and locations.

Areas for Improvement

- While violent crime has not been reduced, the force level is still below the MSF average and has seen a slowing of the rate of violent crime in recent months. It still performs well in relation to national averages. Partnership initiatives such as the Alliance against Violence have contributed significantly.

- The ACC (TP) is developing a monthly operational review process which will focus

directly on performance against key performance indicators.

- The force is currently introducing crime management units on each operational area and has appointed an inspector to oversee the process.

- While problem solving techniques are used in some force areas, these are yet to become fully embedded across the organisation.

2C Working with Partners to Reduce Crime	Good	Stable

Strengths

- The ACC (SS) is the chief officer lead for CDRPs and other partnership activity and engagement.

- The Chief Constable is currently the chair of the local criminal justice board (LCJB) and sits on the North Yorkshire strategic partnership and the Pan-Yorkshire forum, a strategic county-wide partnership set up to focus priorities and avoid duplication of effort.

- A key principle of the force NY Policing Thrust strategy is 'Delivery through effective partnerships' and there are clear links between force and CDRP priorities. Local level ACU control strategies complement CDRP strategies.

- The force and the NYPA provide funding to each of the eight CDRPs within the force area. Each ACU has dedicated resources for partnership working at both tactical and strategic levels. Additionally, each CDRP includes a member of the NYPA.

- ACU commanders attend strategic CDRP meetings and are held to account for area performance through that process and by the DCC on a bimonthly basis.

- Crime pattern analysis produces problem profiles/plans which CDRP co-ordinators introduce into the partnerships for a multi-agency response. Through the NIM process regular evaluation takes place to ensure that resources are focused in the right areas at all times and removed when a successful conclusion is reached.

- The HQ community safety department effectively co-ordinates and supports all external bids for funding. The force has been successful in a number of bids, including those for PCSOs and additional DV co-ordinators.

Areas for Improvement

- The force has recognised that arrangements with regard to sponsorship and income generation with NYP have diminished in effectiveness and new arrangements only partially meet the requirements of the force. Further work to develop a new system has been commissioned through the chief officer team.

- The force is currently developing a drugs strategy within the context of the Government's ten year strategy.

- Work is ongoing through an action plan to ensure further integration of the NIM business model within CDRPs. Pilot schemes are in place at Harrogate, Scarborough and York.

- A full merger of the drugs action team into CDRPs has only taken place in the City of York and the remainder of the CDRPs have yet to action this.

3   Investigating Crime (Domain 2)

Serious and organised crime together with issues around level 2 criminality feature in the force strategic assessment. The replacement of existing IT based intelligence systems remains a priority.

Across the range indicators for this domain, North Yorkshire is, in the main, positioned in either the top or second quartiles of their MSF comparisons.

The arrangements for the investigation of offences involving hate crime or vulnerable victims continue to improve, with a detection rate of 55.3% at the end of the year.

3A   Investigating Major and Serious Crime | Fair

Strengths

- The ACC (SS) is the chief officer lead who ensures that major incidents are properly resourced.

- The force operates a critical incident commander system and has the ability to quickly mobilise the Bronze, Silver and Gold structure.

- All Silver/incident commanders are appropriately trained for the role and cover is provided 24 hours a day through a rota system. All senior investigating officers (SIOs) are nationally accredited and the force has a number of SIOs with additional sub-specialisms, for example kidnap or terrorist incidents.

- Resilience levels of senior officers are good, with well structured call-out arrangements that ensure adequate cover.

- All officers of the rank of superintendent and above have received critical incident management training and major disaster training.

- All SIOs and critical incident commanders have been given training in respect of the need to minimise the adverse effect of major and serious crime on communities. Community impact assessments are completed for all major investigations in accordance with the ACPO murder manual and policy, in liaison with ACU commanders and local community safety staff.

- Recently appointed control room inspectors operate as force incident managers and are adequately trained to take command of incidents in the early stages.

- A crime scene attendance log has been produced and distributed throughout NYP. This ensures a corporate response to all major crime scenes and gives guidance to officers. This complements crime scene attendance training delivery to operational officers.

- The force has a major crime and road death investigation resourcing policy, which

categorises incidents and makes recommendations on staffing levels. In accordance with proposed changes to Major Incident Room Standard Administration Procedures and the murder manual, work will be undertaken on revising this model to reduce some of the prescriptive elements currently within it.

- The force has a comprehensive security and post-incident investigation policy for sensitive establishments.

- Policies, procedures and call-out arrangements for serious/critical incidents are available to incident controllers via a drop-down menu on the incident management system.

- The force selects staff to work in incident rooms on a competency rather than rank-based basis. This is recognised nationally as good practice.

- Structured briefing and debriefing takes place in respect of all major incidents to identify good practice, lessons learnt and training issues.

- The force has an excellent detection rate in relation to major and serious crime. It has recently been recognised for the work done in a high profile murder case (Operation Chive).

- The Protective Services Review carried out by HMIC during July 2005 highlighted the following strengths:

    – The force recently had to resource a multiple murder investigation using the combined resourcing model from areas and the major crime team. This was achieved through all areas and specialist sections contributing detective and support capability.

    – There is limited evidence of the use of CDRP and partners' intelligence in prevention strategies around major crime but existing partnership work within areas is prompting this debate and appears robust, with partners fully involved.

    – The force has experience of Osman warnings and there is a documented policy on the use of this strategy. The risk assessments are being incorporated into policy logs.

Areas for Improvement

- Following the best value review of scientific policing, the force has partially implemented a system for centralised management for crime scene managers.

- The force has identified the need to ensure that detected as well as undetected cases are subject to review in order to further improve performance through the identification of good practice and areas for improvement.

- The Protective Services Review carried out by HMIC during July 2005 highlighted

the following areas for improvement:

- The force considers a wide range of crime types within its strategic assessment, such as violence, terrorism, drugs and firearms. However, there is no specific review of major crime (murder) or critical incidents in the assessment.

- Some crime types, which appear in the force and regional assessments, do not have analysis beneath them in the force assessment.

- The strategic assessment does not detail vulnerable communities in its analysis. Baseline/routine profiling of vulnerable communities at beat level to identify, in advance of cases or incidents, potential triggers for major crime appears limited but the force intends publishing guidance to areas to ensure consistency in the future.

- The force addresses major crime by using area resources for investigation and some aspects of the major incident room are provided by the major crime team (HOLMES support unit). The force is currently running seven HOLMES rooms and resilience is an issue for the HOLMES support team, which has seen abstractions from areas and non-compliance with some aspects of Major Incident Room Standard Administration Procedures roles. A key issue for major incident room effectiveness has been a lack of continuity in overall staffing which has presented room managers with problems which they fear could result in loss of intelligence.

- Current intelligence IT systems in force do not enable the routine sharing of information cross-border with other forces, other than with West Yorkshire Police where the systems are linked. There is a reliance on personal contact and paper based sharing systems. There is little evidence of intelligence sharing as a routine between forces in respect of trend data on homicide. The focus of intelligence sharing is on a case by case basis.

- The force does not yet have a policy on unsolved case review. The requirement to undertake reviews in line with national guidance is briefly outlined in the major crime and road death investigation resourcing model policy paper; however evidence was provided that case review is not always taking place in line with national guidance. The force has allocated senior managers to prepare a policy and review of sex and unsolved murders. There is no specific policy in place for the review of detected or undetected murders, although there is a recognition of the need.

- There were examples of the escalation of critical incidents not always being timely. While suspicious or unexplained deaths are subject to SIO management, there is no evidence of the scanning of trends in relation to sudden deaths.

- The outcomes from tackling major crime are monitored in terms of arrest, detection and costs of investigation. The impact on areas of resourcing major crime investigations does not appear to be analysed in terms of

opportunity costs to them.

– Senior managers expressed concerns about the experience and level of detective and SIO experience. The force has recognised the risks associated with this issue and has initiated a review of the current position.

– The force has a policy on DV, including risk factors and a culture among operational staff of taking positive action. There was, however, little evidence from the intelligence community that routine analysis of repeat offending or victimisation is taking place, although the force recognises that it is needed and intends to take it forward through its links with DV panels and its DV co-ordinators.

3B   Tackling Level 2 Criminality

Poor

Strengths

- The ACC (TP) plays a key role in force tasking and co-ordination group meetings. A structured meeting takes place that allows prioritisation and fast tracking of level 2. The meeting is documented and key stakeholders are held to account for actions and performance

- A dedicated economic crime unit deals with asset recovery operations and has had some successes with the use of confiscation orders.

- A security review committee has been set up by the force and extensive use is made of the force counter-terrorist security advisors. Counter-terrorist awareness training is also being rolled out across the force.

- The force currently chairs the county's multi-agency civil contingencies group and has the lead on work around catastrophic terrorist incidents.

- From 1 April 2005, a dedicated investigative team has been appointed to deal specifically with level 2 organised crime. These officers are seconded onto the crime support unit.

- The Protective Services Review carried out by HMIC during July 2005 highlighted the following strengths:

  - The force makes use of a matrix scoring system which enables the prioritisation of targets in relation to the organised crime issues that have been identified. There is evidence of activity against organised prostitution at area level, which arose from community intelligence, was developed by local intelligence staff and tasked through the local tasking and co-ordination group process to local officers.

Areas for Improvement

- The force does not currently have a dedicated level 2 capability and has little experience of being involved in regional tasking issues although at a local level, Western Area is involved in a number of cross-border operations with a neighbouring force.

- The force has recognised a need for dedicated level 2 resources and has plans to address this from April 2005.

- The force is in the process of identifying organised crime groups operating or residing within the force area and has tasked a senior analyst to do this. There has been some early success in this approach following the identification of a number of 'crime families'.

- While there is some evidence of collaboration with the immigration service, there

appears to be limited involvement with the NCIS and Revenue and Customs. Intelligence flow between the force and these agencies would appear to require further development.

- There has been some success in the use of new asset recovery powers although these are yet to be fully understood in all areas of the force.

- The force has no facility for witness protection and would need to approach another force for assistance if necessary.

- A level 2 crime performance management framework has yet to be developed.

- The Protective Services Review carried out by HMIC during July 2005 highlighted the following areas for improvement:

    - The force strategic assessment clearly considers serious and organised crime with reference to issues such as gun crime and people trafficking. Other than for Class A drugs, these issues are not represented in the force control strategy. The force believes that it is not threatened by serious and organised crime to the same extent as many of its neighbours but it is aware of active criminals who reside in North Yorkshire and offend elsewhere.

    - Although the force has a dedicated surveillance capability and growing financial investigation facilities, there are otherwise no central resources dedicated to serious and organised crime. The force has agreed the establishment of a dedicated team of four officers but there is concern that such a response should be appropriately scaled and evidence of some inertia in bringing the unit together.

    - The force is able to undertake quantitative analysis in terms of arrest and seizures of assets but there is no evidence of an ability to understand the broader community impacts of the limited level 2 activity.

3C Investigating Hate Crimes and Crimes against Vulnerable Victims

Good	Stable

Strengths

- The ACC (SS) is the chief officer lead for hate crime. The portfolio holder for hate crime is the detective superintendent with overarching responsibility for community safety.

- Finalisation of hate crime is the responsibility of area detective superintendents and is subject to rigorous review to ensure compliance with policy and quality of investigation and service to victims. Investigation is overseen by area detective inspectors.

- Performance management of hate crime is conducted rigorously and is monitored by the ACC (TP) through daily Gold meetings and the daily dashboard scrutiny process.

- HQ community safety conducts daily audits of hate crime in order to quality assure the investigation process. Issues arising are fed directly to area commanders.

- Third party reporting centres have been introduced in some areas and there are plans to extend this throughout the force area. Additionally, hate crime can be reported online via the internet site and can be done so confidentially if desired.

- Community beat teams and officers are utilised to complement hate crime investigations by providing visible reassurance where required.

- The ACC (SS) has the lead for child protection issues and sits on the North Yorkshire children's safeguarding board. Child protection issues are also discussed at monthly crime business meetings.

- Child protection issues are raised and discussed at monthly crime business meetings and the profile of child protection is included within the force control strategy.

- The force is appropriately represented on ACPC working groups.

- The four child protection units across the force are each headed by a detective sergeant. Staff are required to have received Achieving Best Evidence training and to have undergone the initial detective training course. The units are adequately staffed and appropriately resourced.

- Following a recent review, the force has restructured child protection units and these are now managed centrally. The appointment of a detective inspector provides co-ordination and corporacy across the units.

- The force policy in respect of child protection details the roles and responsibilities of inter-agency working. Hard copies of ACPC procedures are available at all operational stations for reference purposes to support the force policy.

- Referrals to social services are confirmed in writing within 48 hours as per Recommendation 21 of the Climbie Inquiry. The imminent introduction of the CATS database for child protection will enhance management and monitoring of referrals.

- The ACC (TP) is the chief officer lead for DV. There is a nominated senior detective at HQ with responsibility for continually reviewing NYP's response to DV.

- Incidents of DV are discussed daily at Gold meetings, chaired by the ACC (TP), and are separately reported within the dashboard. Dashboard data focuses on numbers of incidents, crimes recorded and arrests.

- Each reported DV incident is reviewed for policy compliance by the corporate development department (CDD) on a daily basis. Issues arising are referred directly back to the area management team for action and response within 48 hours. This process is sponsored by the ACC (TP).

- The NYP incident management system allows for specific identification of DV incidents and related crimes. There is a link to a DV database, populated with information contained within the specific forms required for completion by officers attending any reported domestic incident. This information is of particular use to officers attending repeat incidents and to the funded DV co-ordinators on areas in risk assessment and further referral for support.

Areas for Improvement

- The hate crime policy of NYP has been rewritten to reflect the ACPO hate crime policy, and is currently going through the consultation process. The policy gives tactical options and guidance on partnership working.

- The role of area race and diversity action groups is developing in relation to the scrutiny of hate crime investigations.

- The performance management of child protection units is under review and is yet to fully develop.

- Child protection units currently sit separate from other aspects of vulnerable victims work; for example hate crime, DV and missing persons. This could result in missed opportunities to identify victims.

- Consideration is also being given to opportunities to extend family protection unit cover to weekends/evenings and widen the remit to investigate abuse outside the family.

- The force is reviewing its DV policy in line with the Centrex guidelines.

- NYP is currently assessing the use of a formal risk assessment process through the head of child and adult protection in consultation with DV co-ordinators.

3D Volume Crime Investigation

Good	Improved

Strengths

- The force is performing well in relation to volume crime investigation targets. The total crime detection target of 35% was met this year and there are plans to stretch this to 40% in 2005/06. The sanctioned detection rate has improved to 24.8%.

- There is a clear focus on performance, led by the ACC (TP), and a robust hierarchy of meetings to support this. Areas are given stretching but achievable targets following a consultation process.

- The tactical tasking and co-ordination process is effective in addressing persistent and prolific offenders, crime and incident hotspots and crime series at both level 1 and level 2. Key partners are engaged in this process.

- Standard operating procedures in respect of crime recording and investigation of volume crime have been published on the intranet. These differentiate between primary and secondary crime and dictate the appropriate police response including that of crime scene investigator attendance.

- The force is engaged with and delivering key elements of the ACPO professionalising the investigative process and investigative interviewing strategies.

- The force makes extensive use of automatic number plate recognition through a dedicated team and road traffic/firearms unit vehicles that are fitted with the equipment. There has been excellent performance in this area and the force is currently looking at ways to further develop capacity.

- HQ staff are fully engaged in the development of investigative skills through the delivery of inputs on training days and by publishing a series of *aides-memoire* for front line officers.

- A centralised crime recording unit allows direct reporting from the scene by attending officers with a quality audit process carried out by local crime management units.

- The recent audit of the NCRS function has seen the force graded Green overall, from a previous position of Red. Compliance is monitored through a robust process and forms part of the daily dashboard of indicators. An action plan is in place and some areas are still being developed.

- The crime recording unit provides a consistent process for the recording of crime and deployment of staff to crime incidents. A recent review of undetected crimes (Operation Worldwide) resulted in additional detections.

Areas for Improvement

- The detection rate for robbery has fallen slightly to 31.1%, a fall of 1.3%. However, this must be viewed in the context of an overall reduction in the numbers of offences recorded of 16.2%.

- The force has concentrated on 100% scene attendance criteria for certain crimes – there is evidence that this results in resource wastage in some instances.

- The extremely robust crime performance management systems have led to a clear focus on detections but have meant that there has not been a similar focus on support structures and processes. This has been recognised by the force, which is now addressing the issue through a number of initiatives and changes.

- The force does not currently have in place systems at area level to address money laundering legislation.

Fair	**Deteriorated**

3E   Forensic Management

Strengths

- The ACC (SS) is the chief officer lead for forensic management and chairs the monthly crime business area meeting.

- Scientific support performance is subject to robust monitoring and is reported on in the daily dashboard process. The force monitors the performance of individual CSIs on a monthly basis and is able to identify both good practice and development needs through this process.

- Scientific support is represented at both fortnightly force tasking meetings and weekly area tasking meetings. Forensic services are included in area tasking strategies and trigger plans for action (eg distraction burglaries).

- The force has signed up to a tripartite agreement with the CPS and the Forensic Science Service in order to ensure timeliness and quality of forensic examinations and submissions.

- The SOCRATES forensic management IT package has recently been installed by the force and will assist with determining cost-effectiveness of forensic management processes.

- Additional funding has allowed the force to employ three volume crime scene examiners with vehicles and equipment. Further funding has been made available for a forensic performance officer, forensic coroner and for the upgrade of the photographic unit.

- Forensic science staff give an input into probationary training and forensic awareness features as part of the area staff development days on a rotating basis. Additional training is delivered to control room staff, call handlers, sexual offence liaison officers, and crime analysts.

- The force has introduced a scientific support sub-site on the intranet for forensic information and advice.

- The force is attending 92.3% of burglary dwelling scenes and 63.1% of theft of motor vehicle scenes. This is above the MSF group and national averages. In terms of the number of identifications from fingerprints recovered, the force is performing significantly in excess of the averages and sits top of MSF group and national rankings.

Areas for Improvement

- The force does not have a forensic management strategy or a forensic science steering group. The crime business area meetings currently provide a venue for discussions on forensic management issues.

- The force has recently carried out a best value review of scientific policing and is implementing the recommendations. Objectives to further improve performance have been set as part of the 2005/06 business planning process.

- There are currently a large number of outstanding fingerprint identifications that require addressing as a matter of priority.

- DNA 'hits' (strike) teams are being introduced across the force with each ACU currently at a different stage of development. Each area is also developing a 'hits' tracking process that links in to HQ forensic services to ensure an improvement in timeliness in dealing with 'hits'.

- The force has acknowledged a need to review the crime scene attendance policy and the current level of competency of CSIs and supervisors to improve performance. There is also an awareness of the need to ensure effective links between forensic management and NIM processes.

- While performance in this area is monitored at force level through the mechanisms described, individual performance management of CSIs has yet to fully develop and embed itself in the culture of the organisation.

- The force has experienced a fall in performance in relation to the number of fingerprints and samples recovered from crime scenes.

- In terms of conversion of fingerprint identifications and DNA samples to primary detections, the force is performing poorly against the MSF group and national averages.

- The percentage of DNA matches from recovery at scenes of burglary dwelling places the force bottom of the MSF group and below the average. This also applies to theft of motor vehicle scenes.

3F Criminal Justice Processes	Good	Improved

Strengths

- The Chief Constable chairs the LCJB and the ACC (TP) chairs the joint performance management group.

- Each ACU commander chairs a local criminal justice action group made up of police, CPS, courts and CDRP representatives. These groups ensure partnership working and joint delivery of LCJB and other key targets.

- Performance management and monitoring processes are robust and the information is easily accessible and widely available. LCJB targets are integrated into force plans.

- The force has funded an LCJB business manager to develop and promote partnership working at all levels of the criminal justice system. The head of administration of justice meets and plans business with the Chief Crown Prosecutor and attends many of the CPS management meetings to ensure joint working is optimised.

- Each criminal justice unit is adequately staffed and there is a workplace schedule of training.

- A witness care unit has recently been implemented at York and represents effective partnership working.

- NYP operates a drug referral scheme and has just introduced a multi-agency prolific and (priority) offender strategy. In York there is a persistent offender project that targets individuals released from prison for rehabilitation and resettlement and to avoid re-offending.

- Case builders and prisoner processors are on a career grade working towards professional qualifications or an NVQ in investigation.

- The force has a number of mechanisms for receiving and acting upon feedback in relation to custody services. The NYPA criminal justice thematic group acts as a critical friend to the force.

- The Police National Computer (PNC) steering group meets every two months and is chaired by the ACC (TP). The force is showing improvements in PNC performance, with targets being met in recent months.

- Facilities for dealing with rape victims and other vulnerable victims and witnesses are of a good standard across the force area.

- The force is well served by the location and standard of its custody suites. Feedback mechanisms exist to ensure issues are appropriately addressed in a

timely manner. The force makes good use of civilian detention officers, prisoner handling teams and case building units to maximise the availability of operational officers for front line duties.

Areas for Improvement

- The introduction of the criminal justice action group meetings is designed to ensure co-operation, joined-up working and joint delivery of the LCJB plan and other key targets.

- The force has implemented co-located working with the CPS at Scarborough and is looking to develop this in other parts of the force. However, there are still a number of management issues to resolve in order to ensure effective joint working.

- The force does not currently have an up-to-date youth justice strategy and will be developing one in 2005/06.

- The prosecution policy has recently been revised and is undergoing further revisions in relation to Penalty Notices for Disorder.

- In order to address previous problems, the force has appointed senior force medical examiners to manage the medical practitioner call-out rota and ensure a more timely and efficient service.

- The force and CPS are currently developing an agreement in relation to conditional cautioning.

4   Promoting Safety (Domain 3)

NYP is committed to providing reassurance through the high visibility, accessibility and reassurance strategy. The developments around neighbourhood policing and partnership working, supported by locally based intelligence, media and communication and new performance measures are expected to result in improved public satisfaction and performance during 2005/06.

Working with partners, the force has introduced effective systems and structures to deal with ASB, and there are numerous examples of innovative uses of the ASB legislation. There are effective links into the tasking and co-ordination processes which result in police and partnership resources being effectively targeted.

4A   Reassurance

Fair	Improved

Strengths

- The force has a high visibility, accessibility and reassurance strategy that supports the NY Policing Thrust strategy and provides a corporate framework setting out the force's approach to reassurance.

- The ACC (TP) is the force lead on reassurance and holds area commanders to account through the setting of appropriate performance development review (PDR) objectives.

- The force works well with partners to focus on local CDRP priorities and key partners are meaningfully engaged with tasking and co-ordination processes.

- The force has now introduced a single, non-emergency number for public contact.

- A comprehensive media policy is in place. The force also has a proactive press office that exploits media opportunities to strike a balance between providing information on key issues and reassuring the public. All awards and commendations are published in the local press.

- NYP employs a public relations company to manage public reassurance and confidence. This is done through a quarterly community brief which goes to key opinion formers and is posted on the NYP website.

- The force has made effective use of a number of funding opportunities to secure PCSOs. They are deployed alongside regular officers in neighbourhood policing teams, primarily to provide reassurance, but are also tasked on a daily basis through the NIM process.

- The force has included funding for PCSOs in year on year projections, within the medium-term financial plan. There is clear recognition that if targeted funding were to be withdrawn, based on current PCSO numbers, there would be a shortfall of circa £1.25 million to be found from the precept each year.

- NYP has made use of the capacity building fund to appoint a Special Constabulary liaison officer on each area. The purpose of this role is to maximise the recruitment, retention and deployment of special constables. This funding has also been used to employ a dedicated trainer for the Special Constabulary.

- The force pays a bounty payment to special constables and, while it will not meet its recruitment target of 253 this year, the force is actively recruiting and taking steps to ensure that officers remain active.

- CBOs receive special priority payments in recognition of their role and the level of responsibility it carries. While there is no corporate policy covering recruitment, selection and deployment, this is determined locally and according to community needs and expectations.

- Some CBOs are co-located with partners, to maximise multi-agency problem solving opportunities.

- Wherever possible, the force ensures that reactive, proactive and community teams are briefed together, ensuring a full understanding of hotspot areas, targeted offenders, and crime and incident pattern analysis.

- A project has been completed to fully explore all opportunities to increase opening hours at all police stations. This has resulted in increased access to the public, including the 24 hour opening of York, Scarborough and Harrogate police stations.

- The tasking and co-ordination process is used as an opportunity to identify suitable 'good news' stories for release to media and community safety groups.

- The force maximises the deployment and use of mobile police stations to increase accessibility, particularly in 'hard-to-reach' rural areas.

Areas for Improvement

- While the force has made some reductions in relation to levels of concern about crime (British Crime Survey), it remains above the MSF group average in all categories.

- The force is to undertake a best value review of reassurance, taking cognizance of the national reassurance project.

- The implementation of a new Ringmaster system is under way to increase the potential audience and enable communication between the force and a wider range of community groups and individuals. The system offers the user a choice of communication medium including phone call, text, and fax to contact the force.

- Appropriate performance indicators for neighbourhood policing roles are in place to varying degrees, with work ongoing through the CDD performance unit to introduce

a corporate model for individual performance review.

- HQ community safety department is currently in the process of defining a clear policy in respect of the role and deployment of neighbourhood policing officers across NYP, building on existing good practice.

4B	**Reducing Anti-Social Behaviour and Promoting Public Safety**	**Good**	**Stable**

Strengths

- The ACC (SS) is the ACPO lead on ASB. The chief officer team contributes to a number of multi-agency chief executive and strategic groups at force and county level.

- Area ASB policy development has taken place in conjunction with CDRPs. Each CDRP has, or is, developing an ASB policy for their specific district, which includes giving guidance on the use of Anti-Social Behaviour Orders (ASBOs), Acceptable Behaviour Contracts and curfew powers.

- The ACC (TP) leads on behalf of the force on the Alliance against Violence 5 point Challenge which has been endorsed by North Yorkshire heads of probation, CPS and youth offending teams. The alliance aligns these organisations to NIM structures in a co-ordinated approach. This involves data sharing/analysis and problem solving initiatives, in relation to both individuals and locations.

- A scheme for recovering vehicles from uninsured drivers was introduced in September 2004. This was financed through the Chief Constable's innovation fund and is proving highly successful, with significant numbers of uninsured vehicles having been taken off the road.

- The force has developed good networks with a variety of agencies including local housing officers, estate managers, the chamber of commerce, private landlords, local business and voluntary agencies.

- Under the NIM, ASB is dealt with at tactical meetings involving plan owners appointed to deal with specific problem areas and specific behaviours. This process results in targeted operations focused on ASB. Daily management meetings target specific offenders based on intelligence.

- The force has recently introduced a specific measure to chart progress against nuisance and disorder. This measure captures incidents reported which fall into nine categories of anti-social behaviour. An ASB (nuisance and disorder) indicator forms part of daily dashboard, and weekly, monthly, and quarterly performance reports.

- The ACC (TP) is the chief officer with responsibility for roads policing and is part of the county-wide casualty reduction forum. There is a superintendent and an inspector responsible for roads policing strategy and policy, based in the HQ specialist support department.

- Operation Halter commenced in April 2004 and will continue through to 2007. The

aim is to reduce the number of motorcyclists killed on the roads and to target those driving at excessive speeds. The force is experiencing a good level of success and the project has been recognised nationally as good practice.

- ACCS MAP road traffic collision recording has been introduced force-wide. This provides more timely data in relation to collisions and enables area traffic managers, through analysis, to provide a more effective real-time response to casualty reduction.

- The Bikesafe education programme continues, particularly in Eastern Area.

Areas for Improvement

- While there is no force-level strategy in relation to ASB, there is a draft ASBO policy including information sharing protocols which is currently in the consultation phase. This has been drawn up by NYP in consultation with the Magistrates' Courts, York Crown Court, the CPS, relevant councils, the Probation Service, youth offending teams, CDRPs, registered social landlords, housing associations and the British Transport Police.

- A protocol has been drafted between the police, CPS and the courts on how to identify and progress criminal ASBO (CRASBO) cases.

- There are some good examples of multi-agency problem solving initiatives. However, these are developing to varying degrees across the force and consistency has yet to be achieved in all ACUs.

- A road safety strategy is being developed with partner agencies, including North Yorkshire County Council, City of York Council and the Highways Agency. However, there appear to be some blockages to the process that will need to be overcome in conjunction with partners.

5   Providing Assistance (Domain 4)

Radical improvements have been made to call handling through re-engineered processes, additional staff and training. In addition, a considerable degree of remedial work has taken place to ensure that control room software has significantly more functionality and reliability than 12 months ago. These changes have led to major improvements in the number of calls (emergency and non-emergency) answered within target time.

There have been improvements in the structure and delivery of roads policing and operational support services, linking them more effectively to the core business of the force through clearly focused tasking and co-ordinating developments and the introduction of enhanced performance monitoring systems.

5A   Call Management

Good	Improved

Strengths

- Chief officer responsibility for call management and public access is through the ACC (SS).

- The superintendent (head of public access) receives daily updates on statistical performance for both non-emergency and emergency calls for service. The post holder also examines statistical data for crime recording call handling and incident line call handling. Performance is also monitored through Gold and forms part of the daily dashboard.

- Quality issues are examined on an ongoing basis. Each call handler has a minimum of five calls per month monitored by a supervisor. The results from this are used in developing individual performance as well as feeding in to the quality assurance post holders who are focused on service improvement across the unit. Feedback from this work is given at the monthly management team meetings.

- The NYPA is engaged in monitoring levels of performance being achieved through call handling, and is used as an additional channel to receive feedback through its public engagement groups. Additionally a control room user group has been established to feed back issues from operational staff.

- The force has a call handling strategy, and a policy which covers emergency, non-emergency and secondary call handling. The policy and strategy have been well communicated across the organisation.

- There is a clear incident grading policy which has been communicated across the organisation. The call handling and dispatch functions work closely together, and have the ability to communicate directly regarding critical and ongoing incidents.

- The county-wide non-emergency number project developed close links with RNIB and RNID to ensure the equality of access was enhanced on the introduction of the new number. NYP also uses Language Line for people whose first language is not

English.

- All communications officers and dispatchers are given detailed training in how to deal with critical incidents, or those incidents which could potentially progress to being critical incidents. There is direct contact with sergeants and team leaders and 24 hour force control room inspectors in place to make dynamic assessments of such incidents.

- For the past 12 months the force has had a crime recording unit established within the public access unit. This unit takes direct reports of secondary crime from members of the public, creates a crime record then passes it to work lists for area based supervisors to manage with their teams.

- The force has recently upgraded to Airwave 5.1. This has enhanced operational capability and the force is exploring ways of further maximising the opportunities provided by the system.

- The staffing of the call handling function, both emergency and non-emergency, has been reviewed and refined over the past 18 months. The force has made good use of flexible working arrangements, which have assisted in staff retention and reducing absence. Clear career progression routes exist for call handling and dispatch staff.

- Staff are engaged in the development of the service given by public access. Large numbers of the team are actively engaged in the procurement and development of replacement command and control and telephony systems.

- Processes have been restructured in relation to answering 999 emergency calls. This has resulted in a significant step change in performance.

Areas for Improvement

- The force has acknowledged the need to revisit the crime recording process by front line officers to ensure it is being used as intended and NYP is currently carrying out a benchmarking process with other forces.

- A new command and control system will shortly be adopted by the force.

- The force has recognised the need to appoint an Airwave contract manager following some difficulties in this area.

5B   Providing Specialist Operational Support | Fair | Stable |

Strengths

- The specialist support department business plans address key objectives and performance measures aimed specifically at tackling force priorities. Accountability of specialist resources has been enhanced considerably for 2005/06, following the formation of a centrally managed firearms and dog section team.

- Tasking is conducted via the force tasking and co-ordination fortnightly meeting. In addition, a daily tasking structure is in place which feeds directly from the three NYP areas to ensure prompt deployment of resources. Force and area tasking are fed into the firearms support unit tasking database and resources then deployed in line with force priorities.

- There is an effective performance review and accountability process in place for all specialist support department teams.

- Mutual aid across the three areas of the force is co-ordinated by the tactical planning unit, and the recently created central duties team.

- The force has a comprehensive force firearms policy and a separate less lethal weapons policy. These documents are compliant with the codes of practice.

- The force's firearms threat assessment is now used to determine armed support capability. This is being reviewed as part of the work to ensure compliance with the codes. The intelligence utilised in the formulation of the threat assessment has been used to project future requirements.

- A cadre of accredited superintendents is in place to address pre-planned firearms incidents across the force area. Both ACCs will be attending Gold Command courses in 2005.

- All Silver Commanders have the opportunity to demonstrate their competence against national occupational standards by the completion of a portfolio of evidence. This has been recognised as noteworthy practice by Skills for Justice.

- The force has a meaningful and effective debriefing process whereby lessons learnt are incorporated into future training sessions. This also includes the delivery of a quarterly report on debriefs and issues arising to the operational firearms group chaired by the ACC (SS).

- Recently introduced assignment panels are used to ensure that staff are appropriately skilled and experienced for key roles. A recent focus under this initiative was the crewing of armed response vehicles.

- The force is actively addressing issues of under representation of female officers within the firearms department through a number of initiatives aimed at raising awareness.

- The force has negotiated an agreement with West Yorkshire Police to supply air support on a demand-led basis.

Areas for Improvement

- Firearms mutual aid is being considered as part of the force action plan to ensure ultimate compliance with the codes of practice. Discussions have been initiated at the regional firearms meeting to agree formal processes between forces.

- Firearms response plans are being prepared for NHS Trust premises. These will be tested and reviewed with the NHS Trust on an annual basis.

- The force is negotiating with other forces and is in the process of developing a mutual aid contract for underwater search capability. This would potentially provide an improved service and better value for money, with improved resilience for the function.

5C   Roads Policing

Fair	Improved

Strengths

- The ACC (TP) is the chief officer with responsibility for roads policing and holds ACU commanders to account for roads policing issues and performance.

- The monthly road policing meeting, chaired by the ACC (TP), regularly reviews the deployment of resources in order to ensure corporacy and adherence to force policy.

- There is a superintendent responsible for roads policing strategy and policy development based in the HQ specialist support department, supported by a road policing specialist at inspector rank.

- The ACC (TP) is part of the county-wide casualty reduction forum. The superintendent with lead responsibility for roads policing has a place on the North Eastern senior traffic officers' committee, co-ordinating regional campaigns and new technical opportunities to increase road safety, etc.

- NYP has a comprehensive roads policing strategy 2004-08 which is posted on the intranet and is one of the nine strategies contained within NY Policing Thrust.

- Casualty reduction forms part of the control strategies at both force and ACU level. It is monitored as part of the daily dashboard.

- Operation Halter has contributed significantly in reducing road deaths involving motorcycles throughout the county. This has been recognised as good practice and the ACC (TP) was recently invited to give a presentation on the subject at the Royal Society for the Prevention of Accidents conference.

- The force is on course to meet its 2010 casualty reduction targets. Collisions involving death or serious injury have reduced by 9.6% since 2002.

- Progress and accountability in relation to delivering the aims of the roads policing strategy is driven centrally through monthly roads policing business area meetings chaired by the ACC (TP).

- Road traffic collisions resulting in death or serious injuries are monitored down to district level on the daily dashboard and are discussed daily with area commanders and HQ roads policing. Area commanders are required to demonstrate to the ACC (TP) the initiatives they are currently undertaking to impact directly upon casualty reduction.

- Performance is also challenged at the monthly roads policing business area meeting chaired by the ACC (TP) and monthly NYPA roads policing thematic group. Quarterly performance is reported to the NYPA through the performance monitoring board.

- Performance figures for individual officers are collated on a monthly basis through line managers. These are based on targeted patrol and enforcement priorities covering both crime and traffic priorities.

- An intelligence-led approach to roads policing has resulted in an increase in the number of arrests for drink-driving despite a reduced number of breath tests conducted. There has also been an increase in the number of arrests for disqualified driving and a reduction in the number of collisions involving death or serious injury attributable to the use of motorcycles. This has contributed to an overall reduction in the number of road deaths.

- The force is committed to working with external partners in pursuit of casualty reduction. It is developing a road safety partnership with North Yorkshire County Council, the City of York Council and other key partners.

- Armed Response Vehicles are centrally managed, but continue to perform an intelligence-led road policing function. Officers are working to revised role requirements that clearly specify where lines of responsibility lie.

- The ACPO road deaths investigation policy has been developed and implemented. The only exception to this is that family liaison officers are not deployed on every occasion. Where deployment does take place, the FLO co-ordinator carries out a risk assessment to ensure those taking on the role are suitable to perform the duties required.

Areas for Improvement

- There is a need to achieve consistency in the training and development of roads policing staff across the force.

- The force has recently submitted funding bids for an increased number of static automatic number plate recognition sites. This will co-ordinate with other regional sites but will provide coverage mainly on the A1 and in the Scarborough/York areas.

- Quarterly meetings are to be reintroduced between the roads policing inspector and road death senior investigators to review and establish best practice. Additionally, and as a pilot, every road death investigation is now subject to review by a reviewing officer who is independent of the investigation.

6   Resource Use (Domain B)

The force, together with the NYPA, has prioritised developments around financial management and planning systems. The introduction of new monitoring arrangements to complement the medium-term financial plan and the implementation of a new computerised financial management package appear to have resulted in identifiable improvements. The Audit Commission will carry out their annual audit of the accounts during August/September and this, together with the appointment of the new director of finance in September, will assist the force and the NYPA in building on the improvements evident at the time of the baseline assessment. A joint HMIC/audit review will be carried out later in 2005/06 to monitor progress.

6A   Human Resource Management

Good	Stable

Strengths

- A three to five year costed HR strategy has been prepared and is reviewed annually. The NYPA is fully engaged in the process through the HR thematic group. As part of the HR strategy a comprehensive and costed HR Plan has been prepared, complying with People Matters, Gender Agenda and Breaking Through reports.

- In 2004 the force introduced assignment panels, chaired by the director of HR, as part of the internal recruitment and selection process. This process ensures that recruitment can only proceed once evidence has been produced to confirm that funding is available. Written applications are considered at an assignment panel meeting where one of the selection criteria is 'operational need'. An application may be turned down if a posting creates a vacancy in a critical area of the business.

- HR business area meetings are held once a month and focus on the delivery of the people strategy against force objectives. Chaired by the director of HR, attendees include all HR managers, heads of health, safety and welfare, staff development services and HR services.

- The director of HR is a member of the ACPO team, ensuring that the HR strategy is linked to the policing plan and underpins all activity.

- HR is structured to include a professionally qualified HR manager in each of the ACUs. They report to the area commander in terms of responsibilities, accountability and PDR. HQ departments also have a dedicated HR manager with a team of four HR consultants to deliver HR advice and support to managers in their dedicated areas.

- NYPA engagement is through its involvement in the force HR thematic group. This is attended by four NYPA members and provides a forum for police authority members to raise questions relating to emerging issues.

- The HR services intranet site contains a Virtual Handbook which includes all policies, procedures and terms and conditions for police officers and police staff.

- Clear policies for flexible working practices for police staff and police officers are available on the intranet. The eligibility for staff to apply for flexible working is significantly wider than the legislative requirements.

- Introduction of the corporate duties management function has improved NYP's ability to monitor and manage overtime and short-notice changes to shifts, ensuring that sufficient resources are deployed to specific areas.

- The force operates a number of reward and recognition schemes. Additionally, market factor/retention payments have been made in circumstances where retention or recruitment to a particular post has proved difficult.

- NYP has achieved Investors in People accreditation in respect of its staff development services department and re-accreditation was awarded in September 2004 for a further three years.

- The force has a clear Management of Staff Performance Standards policy which is underpinned by a suite of comprehensive procedures.

- During 2004, the force launched Operation A100 which involved three separate days of operational activity designed to improve attendance and line manager awareness and confidence in dealing with attendance issues. The operation was launched by the Chief Constable and each operational day had a specific objective designed to raise awareness, improve management skills and return people to work.

- The force health and safety policy clearly defines the lead action as being the responsibility of the Chief Constable. In addition, the force health and safety committee is chaired by the director of HR.

- All role profiles, prepared in line with the integrated competency framework, clearly indicate the activities and behaviours expected of each role in respect of health and safety. All PDRs contain the provision for a review of performance in respect of health and safety responsibilities.

- The force has introduced full-time dedicated health and safety co-ordinators into each ACU and at HQ. Professional qualification is a prerequisite of the role, with all co-ordinators trained to NEBOSH level or equivalent. The role of the co-ordinator is to ensure compliance with risk assessment, inspections and accident/failure reporting systems.

- In addition, there is a MIOSH qualified health and safety advisor and support, who ensures that the force has the correct policies and procedures necessary to ensure compliance with the law and to conduct audits of actual health and safety activities to monitor individual line manager compliance.

- Health and safety training is part of a mandatory suite of development courses for all line managers and includes risk assessment training. Comprehensive training

activity in respect of risk assessments has been under way during 2004 and continued into 2005.

Areas for Improvement

- The force has introduced both the police personnel and the duty management functionality of the National Strategy for Police Information Systems (NSPIS) HR. However, it is experiencing some problems with the reliability of the data outputs of the system.

- The force is considering the use of a number of positive action initiatives in order to raise the number of female and black and minority ethnic officers in specialist posts.

- A new force medical advisor has recently been appointed and the force is beginning to experience significant improvements in throughput.

- The PDR system has a clear focus on linking personal development to force objectives and there is an established system to ensure this is done. However, the force acknowledges that it could be more robust in the administration of the system and is seeking to improve upon the number of personal development action plans that are finalised.

- The force is developing a system to ensure monitoring and compliance with the European Working Time Directive.

6B   Training and Development

Good	Improving

Strengths

- The force has produced a good quality costed training plan (CTP) utilising the national costing model, in line with relevant Home Office circulars, using Context software.

- The director of HR meets monthly with members of the NYPA HR thematic working group, and through this arrangement is able to update the NYPA on the progress of many aspects of training and development, including progress against the CTP.

- There is comprehensive coverage of the force's training regime contained within the CTP, and the force clearly articulates the principle that, where training is found to be taking place outside the plan, then it will be included as soon as possible.

- Superintendent (SDSD) has overall professional management, responsibility and ownership of all training within the force. The superintendent reports to the director of HR.

- Action plans defining the force response to all appropriate HMIC training thematic reports are contained within an all-encompassing composite action plan (CAP). This CAP also has all other relevant action plans (for example, IiP and Centrex QA) within it. There is also an obvious audit trail to evidence achievement to date.

- There is good evidence of continuing and developing activity around all aspects of the '4 Cs' (challenge, consult, compare, compete) within the force. Challenge is provided via the form 190, the business case and sponsoring process, and by the training prioritisation group process, the latter of which is identified as being the key strategic prioritisation group. There is extensive consultation and comparison (benchmarking) taking place both locally (via the staff satisfaction survey) and within the region. With regard to competition, 40% of the SDSD budget is managed through service-level agreements that emphasise the department's readiness to test itself against external competition.

- The business planning cycle for training complies with Home Office Circular 53, has clear timelines, and integrates with the corporate planning cycle. Departments and BCUs submit training plans to SDSD, through the CDD before January, where they then undergo a business challenge from the ACPO team. These will then be used to determine the delivery of training over the coming year and this provision is then detailed in the annual CTP.

- The TPG is responsible for prioritising training. This is assessed on corporate and operational needs, and based on the identification of a framework of priority areas to be addressed through the CTP.

Areas for Improvement

- The force has a training strategy which is well aligned to national and local policing plans, force priorities, and its people strategy. However, it does not conform to Home Office Circular 53/03 in many respects.

- There is a clear understanding strategically of the client/contractor arrangement within NYP. The contractor is lead by the head of SDSD, who reports to the TPG. This group is attended by representatives of all areas and staff associations, and is chaired by the director of HR. This allows access to ACPO by both client and contractor on a formalised and regular basis. However, there is no formal or corporate client/contractor relationship at BCU local level.

- There is a developing quality assurance policy and framework, with some good work being undertaken and effective plans in place. However, there is an apparent lack of rigour, depth and consistency in the application of some quality assurance processes within the force, for example, version control of lesson plans and trainer observation.

- There are no formal community consultation processes relating specifically to training in place. Local members of the community have been involved in role play scenarios with probationer groups, but this is all that is conducted. The force accepts that more commitment and application is required here.

- There is a range of external collaborative events associated with the force. Such collaboration ranges from first aid provision at local hospitals, through joint training sessions with criminal justice sector partners, and on to local colleges providing IT inputs to staff. There is a growing need for some central recording and monitoring of this activity, along with some evaluation of the successes of the collaboration.

- Although the force has adopted the Centrex models for learning and development as a policy decision, there was a demonstrable lack of understanding of them at the point of delivery, both at central, area and operational levels.

6C   Race and Diversity

Fair

Strengths

- The ACPO lead for race and diversity is the ACC (SS). The director of HR holds the portfolio for internal diversity matters and is also of ACPO equivalent.

- All ACPO members and senior management in the force have specific responsibilities for race and diversity. Responsibilities are clearly set out within the people strategy 2003-08, which is endorsed by the Chief Constable and the NYPA. Diversity objectives are included in chief officer PDRs.

- Statistical reports that cover diversity targets are produced by the CDD and are discussed at cabinet meetings on a monthly basis.

- The annual staff opinion survey is one of the methods used to gauge staff confidence in NYP's approach to building a diverse workforce.

- Internal staff associations and support group representatives are involved in development and consultation on new HR procedures, such as fairness at work, flexible working, integrated competency framework and recruitment.

- The force supports a variety of minority group associations including the local Black Police Association, the local Women's Group, and a Gay Support Network. These groups are supported financially through a £3.5k budget to support their activities.

- The force undertakes analysis on attrition rates at all stages of the police recruitment process. Findings from this analysis have led to positive action being taken in respect of increasing the pool of black and minority ethnic applicants.

- The HR timetabled action plan which is reviewed quarterly as an appendix of a report presented to the performance monitoring board and the HR thematic group, includes targets to improve black and minority group representation within the force.

- Diversity training is included in the annual costed training plan, and is a strand of the HR strategy. Diversity training is given to all staff, which includes distance learning, a pre-qualification test and then a one-day classroom development session. All PDRs include competencies regarding diversity which managers assess.

- NYP has already reached the Home Office target of seven black and minority ethnic police officers in place by 2009. Current levels are 21 police officers. As at March 2005 the percentage of female police officers as a percentage of overall force strength was 20%, a rise of 1%.

- All formal grievances are handled through the fairness at work policy and individual issues are logged in one central point administered by the HR diversity advisor. Awareness of the policy and supporting procedures is high, and the

process well understood.

- The procedural review activity of the HR department designs, consults and implements procedures to improve fairness in religion, gender orientation and disability as well as more established areas of diversity. Consultation on these procedures includes staff associations, the HR diversity advisor and representatives of the Black Police Association and representatives of gay and lesbian support associations.

- A comprehensive review of HR policies and procedures has seen the introduction of a new Working Arrangements and Flexibility policy. This is underpinned with a suite of procedures designed to encourage flexible working. Procedures introduced during 2004 include:

  - Adoption leave
  - Annual leave
  - Career breaks – police staff
  - Compassionate leave
  - Emergency leave
  - Additional leave of absence, including absence for medical reasons
  - Job-sharing procedures – police officers
  - Job-sharing procedures – police staff
  - Maternity leave – police officers
  - Maternity leave – police staff
  - Maternity and adoption support leave
  - Parental leave and paternity leave – see maternity and adoption support leave
  - Reduced hours working procedures – police officers
  - Reduced hours working procedures – police staff

- These procedures can be accessed by all police officers and police staff through the HR virtual handbook maintained on the HR services sub-site. Take-up rates will be monitored during 2005/06.

Areas for Improvement

- The force has identified the need to develop a gypsy and traveller policy, and as part of the development work have selected two sergeants to visit the Metropolitan Police to receive specialist training in this area.

- As a result of the national diversity strategy, the current diversity training strategy for NYP is being updated.

6D   Resource Management

Poor	Improved

Strengths

- NYP has the structures and processes in place to ensure that operational planning is integrated with finance and resource planning. Meetings are held, at least fortnightly, between members of the cabinet, the head of the CDD and the director of the NYP Forward programme.

- NYP and the NYPA have worked together to set the strategic direction incorporated within:

    – NY Policing Thrust;
    – the efficiency plan;
    – the people and resources plan; and
    – the best value plan.

- The medium-term financial plan which was submitted to the NYPA in February 2005 is a working document that will be reviewed and updated regularly. It enables more measured decisions to be taken on budget priorities, resulting in a more structured and proactive approach to meeting longer term objectives

- A central co-ordination police forum for income generation (POLFIG) role has been re-introduced into the community safety department at HQ. There are a number of examples of effective income generation, ranging from vehicle sponsorship and posts of DV co-ordinators for each ACU, to bids for national funding around PCSOs and the post of Special Constabulary co-ordinator.

- Meetings structures exist to enable the NYPA to fulfil its responsibilities including the monthly finance and resources thematic meeting, chaired by the vice chair of the NYPA. This meeting is attended by the DCC, the director of finance and the head of finance, and NYPA members.

- All key decisions regarding the allocation of resources, business cases, capital funding and the progress of NYP Forward are considered jointly by NYP and the NYPA at the decision-making quarterly board meetings, which are the performance monitoring, strategic planning and best value boards.

- Budgets are devolved to the heads of each of the ACUs/departments, who are supported by allocated business managers. Business managers are line managed through the departmental/area head, with a link to the director of finance.

- Finance and resources is a standing agenda item at cabinet meetings, enabling significant issues to be flagged. Finance and resource issues also form part of the area/department quarterly performance review process by the DCC.

- The force now employs a risk manager who is a member of the risk management group, chaired by the DCC. The group relates mainly to operational risk but includes financial risk considerations where necessary.

- Within the last 12 months, NYP has recruited a CIPFA qualified head of finance. Other financial functions are supported by a mix of CCAB and AAT qualified staff, with public and private sector backgrounds. Each area and department head has a locally based business manager with appropriate qualifications and experience.

- A resource allocation model has been applied to the existing force structure with a subsequent reallocation of officer numbers to Central Area. The model is robust and provides an effective means of monitoring the requirement for changes. It will be further enhanced with developments under activity based costing (ABC).

- The procurement policy and strategy document clearly identifies the direction and accountability for procurement across the organisation. A contract register is now available on the intranet, identifying what contracts are in place and detailing responsibilities for contract management.

- A new site with existing facilities for vehicle maintenance has been converted (Madeira Threads) and is now in use. The facility is more suited to the needs of the organisation and through a better road network provides ready access to the force, ensuring more effective vehicle distribution and customer service.

- Through the regular provision of a vehicle utilisation report, area commanders are able to identify those vehicles that are under utilised or over utilised and thereby manage their available fleet more effectively.

- An asset (replacement) and investment strategy, including the vehicle fleet, has now been drafted.

Areas for Improvement

- The revision to assessment cannot take place until the autumn of 2005 when consideration will be given to the 2005 external auditor's annual letter. The 2004 external auditor's audit letter raised several issues of concern including:

  - the completion of the annual accounts on time;
  - the statement of internal control;
  - the preparation and use of the medium-term financial plan; and
  - the capital programme.

- The force notes that it has made some progress on some of these key issues but these developments need to be reviewed by the external auditor before consideration can be made to a change in the assessment.

- The force is currently recruiting a new finance director and while this process is under way, the head of finance is covering the role.

- A new financial management system went live in April 2005. Business processes have been reviewed with the aim of reducing transaction costs. Further development work is scheduled to be undertaken during 2005/06 on implementing a solution for payroll processing and also to consolidate business benefits from the

data available within the NSPIS HR system. After implementation and a settling down period, performance indicators will be developed.

- From the 2004 baseline assessments the force and the NYPA will be aware of the importance of implementing and developing the national ABC model. In the Audit Commission national ABC data quality report issued in May 2005 the results for the force are shown as:

Force	2003 Issues	Costing	Internal Controls	Information Sources	Reasonableness	Use of Costing Data
North Yorkshire	POOR	WEAK	WEAK	WEAK	POOR	GOOD

- The force has not yet fully demonstrated its commitment to implementing the national ABC model. It now needs, with the support of the NYPA, to consider how it can improve its performance, especially in the use of activity analysis and in delivering this 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.

- NYP continues to implement plans for all members of staff to use the duty management system on a regular basis; development of this system is still in the early stages. Further audit development will be necessary in 2005 to ensure that line managers are using the compliance information held in the duty management system.

- All contracts for signature by a senior officer or clerk to the NYPA, depending on value, have a description of the procurement exercise attached with it to allow for challenge prior to signature. An initial draft annual report on the activity of the procurement department has been prepared for the NYPA and will be presented in the near future. This is the first of a series of such reports.

- The Chief Constable is currently working with Cleveland Police on a shared consultancy looking at new, modern and efficient means of procurement, not excluding the potential for joint working.

- A draft estate strategy has been placed before the NYPA with a view to its incorporation from 2005/06 onwards. The primary aim of the estate strategy is to enable the fulfilment of NYP's strategic objectives through the provision of appropriate high quality facilities. Its overriding strategic aim is to retain sufficient flexibility to respond proactively through the provision of alterations/additions to the estate in accordance with changes in policing strategies.

6E Science and Technology Management

Good	Improved

Strengths

- A revised IT strategy has been prepared for 2005–08 to replace the current strategy. This incorporates the impact of current changes in processes and those changes planned as part of the development and modernisation of NYP. The strategy underpins the importance of IT and is based around the key areas of governance, resource management, information management, quality management and futures management.

- Regular performance and issue resolution meetings (biweekly) take place between the head of the information services department (ISD) and the acting director of finance. The head of ISD is responsible for defining the future IT strategy and is regularly included in meetings where IT advice may be required or IT matters discussed.

- The NY Forward programme is designed to improve the resilience of both existing and future systems and infrastructure. Programmes are managed according to OGC best practice guidelines (Managing Successful Programmes) and the programmes unit has developed a project management handbook closely aligned to Prince 2, which is used for managing projects run by the unit. In line with this guidance, project and programme boards with representatives from impacted business areas are established to ensure appropriate governance.

- Lessons learnt logs are maintained for all projects and made available across the programmes unit. Project closure reports are written for all projects run by the unit to ensure that there is clarity on the outcomes. Lessons learnt at this stage are also fed into the lessons learnt log.

- The ISD has a service desk function that provides users with a central ISD contact and escalation point. The department also provides a technical business analysis function and a technical project management service plus various team resources for delivering solutions that meet user requirements. Other processes are in place within ISD that track requests for ISD work/assistance, ensuring users are kept informed of the request's progress.

- A risk management group has been formed to create responsibility for driving policy and strategy. The risk policy and strategy are in place and a risk register has been introduced.

- During 2004, uninterruptible power supply (UPS) has been put in place for key areas and standby generator service and check plans have been established.

- The force has established disaster recovery systems that are tested twice yearly.

Areas for Improvement

- The force's portfolio of business applications (mainly bespoke) are very old, no

longer able to meet the performance and policing requirements of NYP and are to be replaced by the NYP Forward business change programme.

• Future resilience and availability work is planned for 2005/06, (subject to appropriate funding) and there are plans to adopt ITIL best practice standards in all aspects of IT service delivery.

• The ISD has used the ACPO IM toolkits to assist in identifying areas for improvement. The results of the exercise identified significant limitations within the legacy systems in use within NYP. These systems are now the subject of a major change programme scheduled for completion at the end of 2006, following which it will be appropriate to re-benchmark.

• The force is aware that there needs to be improvement within the area of information security and has identified a number of areas for improvement within the business plan 2005/06. Information security management has been identified as a key area within the IT strategy 2005 and an information security management project is being established.

• The department is 85% of the way through the process of implementing high availability solutions for Microsoft Windows server based services (including e-mail, Office systems, anti-virus, etc) which enable services to continue in the event of a server or site failure. The ISD management team is aware that considerable improvement is required within the area of business continuity management.

6F **National Intelligence Model**	**Good** **Improved**

Strengths

- The force is fully compliant with NIM national standards. These are audited by the force principal analyst and staff from the force intelligence bureau who report their findings to the ACC (TP). Continued development of NIM structures is assured through the specific PDR objectives of area commanders, which are regularly reviewed by the ACC (TP).

- The three ACUs have developed NIM structures and processes that provide strategic direction as well as tactical focus. There is good evidence that staff understand what is required of them through the process and that NIM principles are driving core business.

- A review and analysis of threats to NYP is completed and reported upon in twice yearly corporate strategic assessments at both level 1 and level 2, which are provided to the NCIS for consideration and inclusion in the regional assessment.

- All areas now have dedicated source units and force analytical and research capacity has recently been enhanced through recruitment of additional personnel. Quarterly inspections of dedicated source units take place and checks involve NIM compliance, physical security, staffing issues and quality checks.

- Partner agencies are effectively engaged in tasking and co-ordination group meetings across the force and there are established information sharing protocols in place in most areas.

- Force and area control strategies are suitably aligned to CDRP priorities and there are effective performance management processes in place.

- The head of intelligence (detective superintendent) attends the regional intelligence group meetings and the head of SSD (detective chief superintendent) attends the regional tasking and co-ordinating group meetings. Each disseminates relevant actions to the force through the FIB.

- The force has implemented the government Protective Marking Scheme and is aware of and addressing security issues identified in the strategic intelligence assessment.

Areas for Improvement

- While the force is compliant with minimum NIM standards, there is recognition that a degree of corporacy has yet to be achieved across the force in relation to the structure, function and resourcing of some of the intelligence functions.

- As the neighbourhood policing model develops across the force there is the need to review the definition and structure around community intelligence to ensure that it best serves the work of the teams.

7   Leadership and Direction

The changes to the chief officer team since the last baseline assessment are that the ACC who was seconded to Centrex has returned to post, and the director of finance has left the force, with a successor yet to be appointed. The deputy chief constable has recently secured a post as Chief Constable in another force and the move to replace him is under way. Chief officer portfolios have been realigned and provide a clear focus on key issues. Performance continues to improve. There have been some challenges to the force over budgetary issues from the NYPA and the public, but the focus has been, and still remains, on front line service delivery.

7A Leadership

Good

Strengths

- The Chief Constable's vision and developments for the future are outlined in the Thrust programme. Staff are held closely accountable for delivery and there are a number of positive developments which are evidence of this.

- The NY Policing Thrust programme and its aims are communicated throughout the organisation and to its partners through a variety of internal and external media.

- There is a clear framework for devolution within NYP which has role clarity, coupled with an effective accountability framework. A number of effective examples were highlighted during the inspection process.

- The Chief Constable and chief officers meet with senior managers every month. This is regarded as an opportunity to plan strategic developments, discuss performance and service delivery issues and receive feedback from senior management across the force.

- An effective policy and audit process, with clear links to performance improvement processes, is in place. The audit and inspection unit oversees and co-ordinates this process.

- The CDD, championed by the DCC, has conducted a series of SWOT workshops across the force as part of the planning process. This was a successful way of helping management teams identify future issues.

- The NYPA chairs thematic meetings of the NYP business areas. These meetings are a less formal way of exchanging information, but also an opportunity for members of the NYPA to receive detailed information and challenge processes under development.

- The daily dashboard suite of indicators is an effective performance monitoring and accountability process that is led by the ACC (TP).

- The ACC (SS) is the chief officer 'champion' for external diversity issues and chairs the race equality steering group. The director of HR and the ACC (TP) are also members of the group. The director of HR is the chief officer 'champion' for internal

diversity issues.

- The chief officer team demonstrates clear leadership through being actively visible throughout the force. Chief officers engage in a number of ways with staff to maintain their visibility and facilitate communication. This includes a structured programme of visits to police stations.

- Leadership forums have been developed to help promote and develop leadership qualities in NYP staff. The Chief Constable opens each forum with a keynote speech and the Work Foundation is a frequent contributor. The forum is also used as a means of 360-degree feedback for the chief officer team.

- The force operates a staff suggestion scheme called Smart Ideas, championed by the ACC (TP). There is a separate theme each month to encourage suggestions in a particular area leading to efficiency opportunities or performance improvements. The scheme also incorporates an awards ceremony and monetary reward for successful ideas. The force also regularly uses awards ceremonies led by chief officers to recognise and reward good work.

- The Chief Constable chairs a joint negotiating consultative committee, meeting on a monthly basis. The meeting is attended by all chief officers and representatives of staff associations.

- Chief officers undertake reality checking as part of their visits programme and have good, open relationships with staff associations and support networks. The Police Federation and Unison representatives meet informally with the Chief Constable on a regular basis.

- The force employs a professional public relations company to manage public reassurance and confidence. This is done through a quarterly community brief which goes to key opinion formers. Chief officers also regularly make effective use of local and national media to communicate key messages and successes.

- The Chief Constable holds members of the chief officer team to account through regular management performance reviews which include focus on personal development needs.

- The involvement of the NYPA within the force is developing, to allow it to be part of the sharing, information and discussion around the future. Currently, it is involved in a number of projects.

Areas for Improvement

- The major issues of change identified within the NY Policing Thrust programme will require continual evaluation and development of chief officer team skills and an early replacement of the DCC role.

- The accreditation process for Vehicle and Operator Services Agency staff has now been finalised.

- The replacement of the director of finance needs to be progressed quickly to ensure

governance and accountability issues between the Chief Constable and the NYPA continue to operate effectively. An acting director of finance has been appointed in the interim period.

7B Strategic Management	Good	Stable

Strengths

- NYP has a comprehensive, joined-up strategic planning process linking the strategic objectives of the force to the finance and resources required to achieve them. The process is driven through robust adherence to an annual planning cycle which has been agreed between the NYPA and NYP. The process ensures a joined-up approach to planning and achieves full participation of key members of NYP and the NYPA. There are business and HR managers for every area and department, ensuring that similar integration of planning exists throughout the organisation.

- The strategic plan is developed with cognizance of national and local priorities which have been developed through effective consultation and feedback mechanisms in conjunction with the NYPA.

- Resource allocation is determined by strategic priorities. The Chief Constable is committed to a high front line policing measure to support the crime reduction and reassurance agenda.

- The force uses a wide range of internal communication channels including a full meeting structure which includes cascaded team meetings. The intranet is a major channel of communication, supported by a 'message of the day' feature and force-wide distributed e-mails. In addition, there is a monthly staff newspaper (NYP News). The chief officer team has a rolling series of open meetings and the leadership forum is used for communicating with and receiving feedback from managers.

- The force has effective systems for environmental scanning which informs the organisational strategic assessment in the planning cycle.

- The ACC (SS) is the dedicated chief officer lead for police reform issues and chairs the force steering group. The force is continuing to make good progress in this area and, with the NYPA, is to be involved in community engagement pilots.

- The DCC is the lead for NYP on bureaucracy reduction. Bureaucracy reduction is intrinsically linked to efficiency planning. All areas and departments are required to detail their planned efficiency savings in their business plans, some of which are a result of bureaucracy reductions.

Areas for Improvement

- Resource allocation is an evolving process within the force with progress informed by the annual ABC activity.

- The force is currently developing a corporate consultation strategy through the CDD which is also responsible for environmental scanning.

- The force set up a working group to action the 52 recommendations set by the bureaucracy taskforce. To date 14 of the recommendations have been actioned.

- The force is in the process of introducing a bureaucracy gateway to enable ongoing regulatory impact assessments. The gateway will sit within the CDD and act as a filter on all new policy and guidance being issued internally. All new policies will be subject to gateway review, to challenge and remove any inherent bureaucracy.

7C	**Performance Management and Continuous Improvement**	**Good**	**Improved**

Strengths

- The force has an effective and robust performance management system that is visibly led and monitored by the chief officer team.

- Performance against agreed targets is reviewed and challenged daily. Good performance is recognised and praised at meetings and best practice spread. Underperformance is challenged rigorously and, where necessary, chief officers will intervene and set revised action plans in order to remedy specific problems.

- Senior management team meetings (quarterly) are used to communicate performance levels. The DCC delivers a presentation showing performance across a key range of indicators. These meetings are attended by senior managers from across the force.

- The NIM is incorporated into the NYP planning process through the strategic intelligence assessment. SIA results inform the strategic planning process. The annual organisational strategic assessment informs the strategic planning process and the process is reinforced by the recommendations from the incident and intelligence management review.

- In early summer 2004, links between funding and resource deployment were more firmly established, thereby allowing greater control at strategic level of resource growth or shrinkage. All vacant posts force-wide were reviewed and challenged at chief officer level. Where the post was found not to be contributing to core business, it was disestablished and the funding reinvested into other areas.

- Performance is also monitored by the NYPA through its monthly performance management thematic groups and quarterly performance monitoring boards (operational and financial).

- HQ departments are subject to quarterly performance reviews by the DCC. The reviews are thematic and use focus groups to gather information on problem areas. Action plans are produced and monitored through the audit and inspection team.

- Management information for Gold meetings is in the form of a simple spreadsheet with cells coloured red or green, depending on whether managers are achieving their targets. This data is further supplemented by weekly and monthly data in graph form showing trends and forecasts.

- The force has an audit and inspection team which undertakes internal inspections of the force in order to further improve and drive performance. Ad hoc inspections take place in order to drive improvement in areas of particular interest or importance. Recently an inspection of family protection unit resource availability was conducted and, following the Bichard Inquiry publication, an inspection was undertaken of current PNC recording arrangements. A range of remedial measures

were introduced as a result.

- Information from the iQuanta website is published regularly to show comparisons with the MSF group. Comparisons between areas and CDRPs are also made to help encourage improvements and spread best practice.

- Extensive use is made of the force intranet to communicate and inform staff of current trends in performance. The NYPA and CDRPs also receive performance data to help more effectively manage the interface with communities.

- Manual processes are in place on all areas to extract data from a number of NYP databases to build up a profile of individual and team work rate. Local performance reviews and challenge are embedded as normal practice, with individual PDRs reflecting delivery objectives. The process is largely geared around quantitative performance management.

- The NYPA and NYP have developed a methodology for conducting best value reviews that is based on the Home Office Best Value and Planning Guidance for Police Authorities and Forces 2003. The methodology is reviewed at the end of every review under a 'lessons learnt' session and amended as necessary to keep it current, cost-effective and viable. All NYPA members have access to the methodology before joining review boards.

- The programme prioritisation matrix is used to assess potential areas for review against the criteria in the national guidance. The NYPA and NYP conduct crosscutting reviews of a strategic nature such as incidents and intelligence, volume crime and reassurance. Potential review topics are presented in report form to the best value steering group.

Areas for Improvement

- The daily dashboard performance monitoring process produced by the CDD only covers Monday to Friday. It is being resourced and developed to further serve the force and drive performance by being extended to weekends.

- Through the performance monitoring system the force is able to identify issues requiring intervention. An example of this is the incorrect recording of DV issues which is now being addressed.

- The recent changes to the PDR system have to become fully embedded before this it can become an effective system for driving individual performance and development.

- An additional review process is to be introduced in 2005/06. Monthly inspections of ACUs and departments will be conducted by the DCC and the ACC (TP). The inspections, using the new business planning measures as their basis, will be conducted, in accordance with a performance review model outlined in the Home Office Guide to Managing Performance. The new business planning measures are linked directly to baseline which, in turn, uses NY Policing Thrust priorities as its basis.

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	20.0%	N/A	60.2%	7 out of 7	48.6%	36 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided **(SPI 3a)**	N/A	40.0%	N/A	76.7%	7 out of 7	71.5%	37 out of 37
% of white users very/completely satisfied with respect to the overall service provided **(SPI 3b)**	N/A	63.5%	N/A	60.8%	3 out of 7	56.8%	9 out of 37
% of users from BME groups very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	47.8%	N/A	54.6%	6 out of 7	44.1%	21 out of 37
Difference between very/completely satisfied rates **(SPI 3b)**	N/A	15.6 pts	N/A	6.15 pts	N/A	12.7 pts	N/A
% of white users satisfied with respect to the overall service provided **(SPI 3b)**	N/A	83.1%	N/A	79.0%	1 out of 7	78.0%	7 out of 37
% of users from BME groups satisfied with respect to the overall service provided **(SPI 3b)**	N/A	78.3%	N/A	77.2%	2 out of 7	71.2%	8 out of 37
Difference between satisfied rates **(SPI 3b)**	N/A	4.87 pts	N/A	1.78 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	42.0%	N/A	33.3%	2 out of 5	24.7%	9 out of 34
% detected violence against the person offences for White victims **(SPI 3d)**	N/A	43.8%	N/A	36.5%	2 out of 5	34.6%	9 out of 34
Difference in violence against the person detection rates. **(SPI 3d)**	N/A	1.757 pts	N/A	3.17 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	0.07	0.15	*111.1 %*	0.36	1 out of 8	0.70	1 out of 42
% detected racially or religiously aggravated offences	75.9%	55.3%	*-20.7 Pts*	40.2%	1 out of 8	36.4%	6 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	48.6%	N/A	51.7%	6 out of 8	48.6%	18 out of 42

* This data was not available at the time of publication

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	71.6%	N/A	69.1%	1 out of 7	65.9%	12 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	60.9%	N/A	59.7%	4 out of 7	54.9%	11 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	40.6%	N/A	44.0%	5 out of 7	38.8%	17 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	78.3%	N/A	72.8%	1 out of 7	69.5%	5 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	62.5%	N/A	60.3%	3 out of 7	55.6%	8 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	91.3%	N/A	87.4%	2 out of 7	87.8%	10 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	78.9%	N/A	76.9%	2 out of 7	75.4%	13 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	60.8%	N/A	60.8%	4 out of 7	58.5%	16 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	92.8%	N/A	87.6%	1 out of 7	87.8%	3 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	83.6%	N/A	78.7%	1 out of 7	77.3%	6 out of 37
% of people who think that their local police do good job **(SPI 2a)**	N/A	48.6%	N/A	51.7%	6 out of 8	48.6%	18 out of 42
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (**SPI 3a**)	N/A	20.0%	N/A	60.2%	7 out of 7	48.6%	36 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided **(SPI 3a)**	N/A	40.0%	N/A	76.7%	7 out of 7	71.5%	37 out of 37
% of PA buildings open to the public which are suitable for and accessible to disabled people	*	100.0%	*	83.0%	1 out of 8	76.9%	1= out of 38

* This data was not available at the time of publication

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)**	79.0%	81.1%	*2.1 Pts*	76.0%	2 out of 4	55.7%	5 out of 28
% of partner-on-partner violence **(SPI 8b)**	88.6%	89.0%	*0.4 Pts*	76.1%	-	74.1%	-
Racially or religiously aggravated offences per 1000 population	0.07	0.15	*111.1 %*	0.36	1 out of 8	0.70	1 out of 42
% detected racially or religiously aggravated offences	75.9%	55.3%	*-20.7 Pts*	40.2%	1 out of 8	36.4%	6 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)**	5.7%	6.1%	*0.4 Pts*	5.6%	6 out of 8	5.3%	29 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime **(SPI 4b)**	18.5%	16.9%	*-1.7 Pts*	16.2%	6 out of 8	17.9%	18 out of 42
Domestic Burglary per 1,000 households **(SPI 5a)**	15.40	9.14	*-40.6 %*	8.58	5 out of 8	14.40	13 out of 43
Violent crime per 1,000 population **(SPI 5b)**	13.84	17.07	*23.3 %*	16.90	4 out of 8	22.44	9 out of 42
Robberies per 1,000 population **(SPI 5c)**	0.52	0.44	*-16.2 %*	0.43	6 out of 8	1.68	11 out of 42
Vehicle crime per 1,000 population **(SPI 5d)**	12.53	8.55	*-31.8 %*	9.24	4 out of 8	13.99	7 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.23	0.20	*-14.4 %*	0.32	1 out of 8	0.61	3 out of 42
Total recorded crime per 1000 population	94.14	81.49	*-13.4 %*	81.70	3 out of 8	105.37	8 out of 42
Violent Crime committed by a stranger per 1,000 population	*	8.51	*	5.09	6 out of 6	9.87	23 out of 34
Violent Crime committed in a public place per 1,000 population	*	11.33	*	9.36	5 out of 6	13.86	18 out of 34
Violent Crime committed under the influence of intoxicating substances per 1,000 population	*	6.42	*	5.44	6 out of 6	4.16	27 out of 32
Violent crime committed in connection with licensed premises per 1,000 population	*	1.44	*	1.58	2 out of 6	1.44	14 out of 32
% of domestic burglaries where the property has been burgled in the previous 12 months	1.3%	1.9%	*0.6 Pts*	5.9%	1 out of 7	8.3%	1 out of 37

* This data was not available at the time of publication

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)**	5.7%	6.1%	*0.4 Pts*	5.6%	6 out of 8	5.3%	29 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime **(SPI 4b)**	18.5%	16.9%	*-1.7 Pts*	16.2%	6 out of 8	17.9%	18 out of 42
Domestic Burglary per 1,000 households **(SPI 5a)**	15.40	9.14	*-40.6 %*	8.58	5 out of 8	14.40	13 out of 43
Violent crime per 1,000 population **(SPI 5b)**	13.84	17.07	*23.3 %*	16.90	4 out of 8	22.44	9 out of 42
Robberies per 1,000 population **(SPI 5c)**	0.52	0.44	*-16.2 %*	0.43	6 out of 8	1.68	11 out of 42
Vehicle crime per 1,000 population **(SPI 5d)**	12.53	8.55	*-31.8 %*	9.24	4 out of 8	13.99	7 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.23	0.20	*-14.4 %*	0.32	1 out of 8	0.61	3 out of 42
Total recorded crime per 1000 population	94.14	81.49	*-13.4 %*	81.70	3 out of 8	105.37	8 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)**	0.23	0.20	*-14.4 %*	0.32	1 out of 8	0.61	3 out of 42
Number of abductions per 10,000 population	0.026	0.04	*50 %*	0.016	7 out of 8	0.016	36 out of 42
% of abduction crimes detected	50.0%	66.7%	*16.7 Pts*	60.0%	2 out of 8	34.9%	7 out of 43
Number of attempted murders per 10,000 population	0.08	0.07	*-16.7 %*	0.08	2 out of 8	0.14	11 out of 42
% of attempted murder crimes detected	66.7%	80.0%	*13.3 Pts*	84.6%	5= out of 8	72.7%	19= out of 43
Number of blackmail per 10,000 population	0.053	0.12	*125 %*	0.15	3 out of 8	0.28	9 out of 42
% of blackmail crimes detected	25.0%	88.9%	*63.9 Pts*	28.6%	1 out of 8	26.2%	2 out of 43
Number of kidnappings per 10,000 population	0.211	0.28	*31.3 %*	0.27	5 out of 8	0.53	8 out of 42
% of kidnapping crimes detected	87.5%	61.9%	*-25.6 Pts*	47.0%	2 out of 8	44.3%	12 out of 43
Number of manslaughters per 10,000 population	0.013	0.026	*100 %*	0.019	6 out of 8	0.025	25 out of 42
% of manslaughter crimes detected	0.0%	150.0%	*N/A*	91.7%	1 out of 8	119.2%	5= out of 43
Number of murders per 10,000 population	0.092	0.132	*42.9 %*	0.09	6 out of 8	0.138	29 out of 42
% of murder crimes detected	85.7%	120.0%	*34.3 Pts*	103.6%	3 out of 8	94.5%	6 out of 43
Number of rapes per 10,000 population	1.58	1.83	*15.8 %*	2.26	3 out of 8	2.65	9 out of 42
% of rape crimes detected	40.8%	41.0%	*0.2 Pts*	27.6%	1 out of 8	29.5%	4 out of 43

* This data was not available at the time of publication

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)**	13.84	17.07	*23.3 %*	16.90	4 out of 8	22.44	9 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.23	0.20	*-14.4 %*	0.32	1 out of 8	0.61	3 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population **(SPI 6c)**	0.18	0.07	-59.6 %	0.15	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)**	8.5%	5.0%	*-41.4 %*	20.7%	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)**	73.2%	57.4%	*-21.6 %*	34.9%	N/A	43.7%	N/A
Number of joint operations between the force and NCS	*	*	*	*	N/A	3.94	N/A
Number of joint operations between the force and Revenue and Customs	*	*	*	*	N/A	6.78	N/A
No. of confiscation orders	5	12	*140 %*	7.9	N/A	43.16	N/A
Total value of confiscation orders	£89,307	£196,109	*119.6 %*	£207,769	N/A	£1,179,340	N/A
No. of forfeiture orders	19	13	*-31.6 %*	7.1	N/A	18.21	N/A
Forfeiture value	£8,228	£7,398	*-10.1 %*	£7,275	N/A	£79,822	N/A
Trafficking in controlled drugs per 1000 population	0.5	0.31	*-36.4 %*	0.36	3 out of 8	0.45	12 out of 42
% detected trafficking in controlled drugs offences	100.0%	91.2%	*-8.8 Pts*	92.3%	5 out of 8	91.7%	23 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)**	79.0%	81.1%	*2.1 Pts*	76.0%	2 out of 4	55.7%	5 out of 28
% of partner-on-partner violence **(SPI 8b)**	88.6%	89.0%	*0.4 Pts*	76.1%	*	74.1%	*
Racially or religiously aggravated offences per 1000 population	0.07	0.15	111.1 %	0.36	1 out of 8	0.7	1 out of 42
% detected racially or religiously aggravated offences	75.9%	55.3%	*-20.7 Pts*	40.2%	1 out of 8	36.4%	6 out of 43

* This data was not available at the time of publication

3D: Volume Crime Investigation							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% detected of vehicle crimes **(SPI 7e)**	9.1%	10.0%	*0.9 Pts*	12.0%	7 out of 8	10.1%	30 out of 43
% detected of violent crime **(SPI 7c)**	64.9%	74.2%	*9.3 Pts*	57.8%	1 out of 8	49.5%	2 out of 43
% detected of domestic burglaries **(SPI 7b)**	14.2%	16.9%	*2.7 Pts*	17.1%	4 out of 8	15.9%	22 out of 43
% detected of robberies **(SPI 7d)**	32.4%	31.1%	*-1.3 Pts*	26.5%	2 out of 8	19.9%	12 out of 43
% of notifiable/recorded offences resulting in a charge, summons, caution or taken into consideration at court **(SPI 7a)**	21.4%	26.2%	*4.8 Pts*	23.3%	1 out of 8	21.4%	9 out of 43
% total crime detected	27.9%	35.1%	*7.2 Pts*	29.3%	1 out of 8	25.7%	6 out of 43
% sanction detected of vehicle crimes	7.8%	8.3%	*0.6 Pts*	10.8%	8 out of 8	9.3%	34 out of 43
% sanction detected of violent crime	46.5%	48.3%	*1.8 Pts*	38.5%	2 out of 8	34.3%	3 out of 43
% sanction detected of domestic burglaries	13.0%	14.4%	*1.3 Pts*	14.5%	4 out of 8	14.3%	24 out of 43
% sanction detected of robberies	30.6%	27.5%	*-3.1 Pts*	24.4%	3 out of 8	17.2%	16 out of 43
% detected racially or religiously aggravated offences	75.9%	55.3%	*-20.7 Pts*	40.2%	1 out of 8	36.4%	6 out of 43
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6a)**	12072	15326	*27 %*	14770	N/A	27381	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6b)**	18.0%	24.8%	*6.8 Pts*	23.2%	3 out of 8	20.7%	11 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population **(SPI 6c)**	0.18	0.07	*-59.6 %*	0.15	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)**	8.5%	5.0%	*-41.4 %*	20.7%	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)**	73.2%	57.4%	*-21.6 %*	34.9%	N/A	43.7%	N/A

* This data was not available at the time of publication

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	98.0%	92.3%	*-5.7 Pts*	82.4%	4 out of 8	85.4%	14 out of 42
Theft of motor vehicle (MV) - % scenes examined	58.0%	63.1%	*5.1 Pts*	53.1%	2 out of 8	40.1%	6 out of 42
% fingerprint recovery from burglary dwelling scenes examined	27.0%	24.3%	*-2.7 Pts*	33.8%	8 out of 8	32.1%	40 out of 42
% fingerprint recovery from theft of MV scenes examined	46.0%	29.2%	*-16.8 Pts*	46.7%	8 out of 8	48.9%	41 out of 42
% DNA recovery from burglary scenes examined	6.0%	5.6%	*-0.4 Pts*	8.5%	8 out of 8	8.2%	39 out of 42
% DNA recovery from theft of MV scenes examined	14.0%	12.4%	*-1.6 Pts*	19.8%	8 out of 8	20.1%	40 out of 42
% fingerprint idents from recovery at burglary dwelling scenes	17.0%	47.8%	*30.8 Pts*	21.3%	1 out of 8	16.8%	1 out of 42
% DNA matches from recovery at burglary dwelling scenes	*	34.2%	*N/A*	29.7%	3 out of 8	35.5%	24 out of 42
% DNA matches from recovery at theft of MV scenes	*	36.4%	*N/A*	30.6%	4 out of 8	38.3%	23 out of 42
% fingerprint idents from recovery at theft of MV scenes	31.0%	56.4%	*25.4 Pts*	31.9%	1 out of 8	27.9%	1 out of 42
% conversion of fingerprint idents to primary detections	101.0%	20.9%	*-80.1 Pts*	34.8%	7 out of 7	45.3%	41 out of 41
% conversion of fingerprint idents to total detections (incl. secondary)	132.0%	47.9%	*-84.1 Pts*	57.4%	7 out of 7	82.5%	39 out of 41
% DNA primary detections per match	65.0%	51.3%	*-13.7 Pts*	57.4%	5 out of 8	49.5%	22 out of 42
% DNA total detections per match (incl. secondary)	84.0%	124.6%	*40.6 Pts*	114.0%	2 out of 8	88.7%	9 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)**	12072	15326	*27 %*	14770.3	N/A	27380.9	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6b)**	18.0%	24.8%	*7 Pts*	23.2%	3 out of 8	20.7%	11 out of 42
% of arrest summons entered onto the PNC in one day (target 90%)	73.5%	79.6%	*6.1 Pts*	81.3%	6= out of 8	82.0%	31 out of 43
% of court results entered onto the PNC in 10 days	4.0%	43.5%	*39.5 Pts*	59.0%	6= out of 8	54.5%	31 out of 43
Number of sanction detections	15,303	16,226	*6 %*	14,814.8	N/A	27,659.4	N/A
PYOs 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)	*	*	*	*	*	*	*

* This data was not available at the time of publication

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)**	8.3%	9.9%	*1.5 Pts*	8.4%	7 out of 8	11.3%	19 out of 42
BCS Fear of Crime (% high levels of worry about vehicle crime) **(SPI 10a)**	9.0%	9.9%	*0.9 Pts*	8.3%	7 out of 8	12.5%	13 out of 42
BCS Fear of Crime (% high levels of worry about violent crime) **(SPI 10a)**	9.6%	13.6%	*4 Pts*	10.6%	6 out of 8	15.1%	23 out of 42
BCS Feeling of Public Safety (% high levels of perceived disorder) **(SPI 10b)**	10.4%	10.9%	*0.5 Pts*	10.9%	5 out of 8	15.8%	9 out of 42
% of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months.	46.0%	*	*	30.5%	*	37.8%	*
% of domestic burglaries where the property has been burgled in the previous 12 months	1.3%	1.9%	*0.6 Pts*	5.9%	1 out of 7	8.3%	1 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)**	*	7.54	*	5.32	*	5.69	31 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.86	*	0.53	8 out of 8	0.51	34 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 %*	10.63	N/A	11.1	N/A
Number of calls answered within local target time	65,653	76,918	*17.2 %*	100,985	N/A	254,988	N/A
% of 999 calls answered within locally set target time	73.0%	91.1%	*18.1 Pts*	89.9%	4 out of 8	87.3%	16 out of 39

* This data was not available at the time of publication

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	147	185	*25.9 %*	161.0	N/A	378.5	N/A
Number of operations where the officers have not commenced operations before being stood down	0	0	*0 %*	6.1	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)**	*	7.54	*	*	8 out of 8	5.69	31 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.86	*	0.53	8 out of 8	0.51	34 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)**	*	68.18	*	75.42	3 out of 8	70.57	10 out of 37
Number of working hours lost due to sickness by police staff **(SPI 13b)**	*	49.14	*	59.32	3 out of 8	63.72	8 out of 37
Medical retirements per 1,000 police officers	*	*	*	3.44	*	2.9	*
Medical retirements per 1,000 police staff	*	4.35	*	3.21	5 out of 7	2.16	31 out of 39

* This data was not available at the time of publication

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)**	*	0.0%	*	1.9%	N/A	3.9%	N/A
% of people from BME groups in the economically active population of the force area **(SPI 12a)**	N/A	1.4%	N/A	2.0%	N/A	8.0%	N/A
Ratio of BME groups resigning to all officer resignations **(SPI 12b)** (White officers: visible minority ethnic officers)	*	1: 3.79	*	1: 2.12	5 out of 6	1: 1.47	35 out of 37
% of female officers compared to overall force strength **(SPI 12c)**	18.6%	20.2%	*1.6 Pts*	20.7%	6 out of 8	21.2%	29 out of 42
% of female police staff compared to total police staff	62.0%	60.5%	*-1.5 Pts*	58.4%	4 out of 8	62.3%	31 out of 42
% of white police officer applicants appointed	*	*	*	12.9%	N/A	26.9%	N/A
% of BME police officer applicants appointed	*	0.0%	*	6.2%	N/A	24.0%	N/A
Difference in % of applicants appointed	*	*	*	6.6 pts	N/A	2.8 pts	N/A
% of female police officer applicants appointed	*	0.0%	*	14.7%	N/A	29.1%	N/A
% of male police officer applicants appointed	*	0.0%	*	11.2%	N/A	24.2%	N/A
Difference in % of applicants appointed	*	0	*	3.5 pts	N/A	4.9 pts	N/A
Difference between voluntary resignation rates of male and female officers	*	*	*	1: 1.79	*	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	92.0%	91.4%	*-0.5 Pts*	92.8%	6 out of 8	88.2%	17 out of 41
Total spending per police officer	£74,621.69	£78,179.43	*4.8 %*	£72,163.96	N/A	£121,668.41	N/A
Total spending per 1,000 population	£150,760.03	£160,698.39	*6.6 %*	£146,284.43	N/A	£320,496.85	N/A

* This data was not available at the time of publication

Appendix 2: Glossary of Terms and Abbreviations

ABC   activity-based costing

ACC   assistant chief constable

ACPC   area child protection committee

ACPO   Association of Chief Police Officers

ACU   area command unit

ANPR   automatic number plate recognition

ASB   anti-social behaviour

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

CBO   community beat officer

CDD   corporate development department

CDRP   Crime and Disorder Reduction Partnership

CIPFA   Chartered Institute of Public Finance and Accountancy

COMPASS   a national information technology system for tracking, managing and recording caseload information

CPS   Crown Prosecution Service

CSI   crime scene investigator, also known as CSOs or SOCOs

CTP   costed training plan

DCC	deputy chief constable
DISC	Diversity Incorporating Safer Communities
DNA	deoxyribonucleic acid
DV	domestic violence
Gender Agenda	an ACPO/Home Office initiative to promote equal opportunities for women in the police service
HMIC	Her Majesty's Inspectorate of Constabulary
HQ	headquarters
HR	human resource(s)
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
ISD	information services department
LCJB	local criminal justice board
Level 2 Criminality	criminal activity that takes place on a cross-boundary basis
MAPPA	multi-agency police protection arrangements
MSF	most similar force(s)
MV	motor vehicle
NAFIS	National Automated Fingerprint Identification System
NCIS	National Criminal Intelligence Service
NCRS	National Crime Recording Standard
NCS	National Crime Squad
NIM	National Intelligence Model
NSPIS	National Strategy for Police Information Systems

NYP	North Yorkshire Police
NYPA	North Yorkshire Police Authority
Osman	Osman v UK (1999) 1 FLR 193, where the court established that in certain circumstances the state has a positive obligation to take preventive measures to protect an individual who is at risk from the criminal activities of others
PA	police authority
PACE	Police and Criminal Evidence Act
PCSO	police community support officer
PDR	performance development review
PNC	Police National Computer
POCA	Proceeds of Crime Act 2004
PPAF	police performance assessment framework
PYO	persistent young offender
QA	quality assurance
RES	race equality scheme
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
SDSD	staff development service department
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'

SS   specialist support

TP   territorial policing

Volume Crime   not a technical term but normally refers to high incidence vehicle crime,
                            burglary and in some areas robbery