



North Yorkshire Police

Baseline Assessment

October 2006



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Appendix 1 Glossary of Terms and Abbreviations

Introduction to Baseline Assessment

Since March 2004, Her Majesty's Inspectorate of Constabulary (HMIC) has conducted a periodic, strategic-level performance review of each Home Office police force in England and Wales. For a range of policing activities, forces are assessed as delivering performance that is Excellent, Good, Fair or Poor. The process is known as baseline assessment (BA) and this report covers the assessment for the financial year 2005/06; performance outside this period is not taken into account in determining grades. The assessments focus on the high-level processes of police forces and their results. The assessments are undertaken by regional HM Inspectors, supported by experienced police officers and police staff on secondment.

BA is designed primarily as a self-assessment, with the degree of validation/reality-checking undertaken by HMIC dependent on a force's overall performance and the rigour of its internal assessment processes. It is important to recognise that BA is not a traditional inspection; rather, it helps HMIC focus its inspection effort where it is most needed. A formal statutory inspection may still be necessary where there is evidence of systemic underperformance and poor leadership.

In addition to the qualitative assessments contained in this report, force performance is also measured by a series of key quantitative indicators. The most important indicators are statutory performance indicators (SPIs), which are determined each year by the Home Secretary and which Police Authorities/forces must report to the Home Office. Examples of SPIs include crime incidence and detection rates, as well as relevant management information such as sickness absence and ethnic recruitment rates. Results for these SPIs are also graded using the Excellent, Good, Fair and Poor categories. These SPI grades are added to HMIC BA grades to provide a fuller picture of police performance; the joint results are published annually in October and can be found on the internet at police.homeoffice.gov.uk/performance

Policing has undergone significant changes in recent years as the country adapts to new forms of terrorism and criminality. As policing is dynamic, so also must be the form of assessment. Dominating much of HMIC's recent thinking is the need for the service to modernise its workforce while providing better 'protective services', as identified in the *Closing the Gap* report published in 2005. On-site activity for the 2005/06 baseline concentrated on these areas, but could not – given ministerial priorities – ignore volume crime and the roll-out of neighbourhood policing. As forces and Police Authorities consider options for change to meet new challenges with constrained resources, a force-by-force balance sheet of strengths and areas for improvement is critical contextual information.

Priority Frameworks

Seven BA areas were designated as priority frameworks for on-site validation, to reflect the need to improve protective services and deliver key policing objectives. These were:

- managing critical incidents and major crime;
- tackling serious and organised criminality;
- providing specialist operational support;
- strategic roads policing;
- protecting vulnerable people;
- neighbourhood policing; and

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- leadership and direction.

These areas were the key focus of on-site validation by HMIC staff; the first five can be loosely classified as protective services. Other frameworks were assessed primarily by desktop reviews of the evidence submitted by forces, using the framework key issues and specific grading criteria (SGC) as an indicative guide.

Force Amalgamations

Following the challenges highlighted with regard to protective services capability and capacity in the summer of 2005, all forces undertook significant additional work on options to 'close the gap'. The Home Secretary directed that business cases should be prepared and submitted by December 2005. The BA report thus reflects, in many of the frameworks, activity and effort to produce and assess options for change. It is vital to acknowledge the energy and commitment given to the prospect of a major restructuring of the service, which inevitably gave rise to some turbulence during this period.

At the end of July 2006, the Home Secretary indicated that the restructuring of forces would not be pursued at this time. The agenda to improve protective services is to be advanced by forces and Police Authorities through alternative means such as collaboration. Progress to 'narrow the gap' between existing capability and that which is needed will be assessed by HMIC in future inspection activity.

The Grading Process

Forces have been graded for both service delivery and direction of travel. It is important to remember that, for most activities, delivery is measured through the use of most similar force (MSF) groups, whereby forces are compared with peers facing similar policing challenges. For direction of travel, the grade is awarded largely in respect of the force's own previous performance. A vital component of the grading process is SGC, which outlines, for each activity, what represents Excellent, Good, Fair and Poor levels of performance. The criteria were developed in conjunction with expert practitioners and Association of Chief Police Officers (ACPO) business/portfolio leads, who were also involved in the national moderation process to help ensure that these criteria were applied fairly and consistently.

Service delivery grade

This grade is a reflection of the performance delivery by the force over the assessment period 1 April 2005 to 31 March 2006. One of four grades can be awarded, according to performance assessed against the SGC (see full list of SGCs at <http://inspectrates.homeoffice.gov.uk/hmic/methodologies/baseline-introduction/ba-methodology-06/?version=1>).

Excellent

This grade describes the highest level of performance in service delivery – eg top quartile, where relevant – and achieving full compliance with codes of practice or national guidance. It is expected that few forces will achieve this very high standard for a given activity. To achieve Excellent, forces are expected to have attained **all** the criteria set out in Fair and the vast majority of those set out in Good. In addition, two other factors will attract an Excellent grade:

- The force should be recognised, or be able to act, as a ‘beacon’ to others, and be accepted within the service as a source of leading-edge practice. Examples where other forces have successfully imported practices would be good evidence of this.
- HMIC is committed to supporting innovative forces and we would expect Excellent forces to have introduced and evaluated new ways of improving performance.

Good

Good is defined in the Collins dictionary as ‘of a high quality or level’ and denotes performance above the norm – in many cases, performance that is above the MSF average. To reach this standard, forces have to meet in full the criteria set out in Fair and most of the criteria set out in Good.

Fair

Fair is the delivery of an acceptable level of service. To achieve a Fair grading, forces must achieve all of the significant criteria set out in the Fair SGC. HMIC would expect that, across most activities, the largest number of grades would be awarded at this level.

Poor

Poor represents an unacceptable level of service. To attract this very critical grade, a force must have fallen well short of a significant number of criteria set out in the SGC for Fair. In some cases, failure to achieve a single critical criterion may alone warrant a Poor grade. Such dominant criteria will always be flagged in the SGC.

Direction of Travel Grade

This grade is a reflection of the force’s change in performance between the assessment period and the previous year. For BA 2006, this is the change between the financial years 2004/05 and 2005/06. The potential grades for direction of travel are as follows.

Improved

This reflects a **significant** improvement in the performance of the force.

Stable

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This denotes no significant change in performance.

Declined

This is where there has been a significant decline in the performance of the force.

Good Practice

In addition to assessing force performance, one of HMIC's key roles is to identify and share good practice within the police service. Much good practice is identified as HMIC conducts its assessments; in addition, each force is given the opportunity to submit examples of its good practice. HMIC has selected three of these examples to publish in this report. The key criteria for each example is that the work has been evaluated by the force and is easily transferable to other forces. (Each force has provided a contact name and telephone number, should further information be required.) HMIC has not conducted any independent evaluation of the examples of good practice provided.

Future HMIC Inspection Activity

Although HMIC must continue to maintain a watching brief on all performance areas, it will become more risk-driven in its future inspection activity. Protective services will be the core of inspection programmes, tailored to capacity, capability and the likelihood of exposure to threats from organised criminality, terrorism and so on. Until its full implementation in April 2008, neighbourhood policing will also demand attention. Conversely, those areas where strong performance is signalled by SPI results, such as volume crime reduction and investigation, will receive relatively little scrutiny.

The Government has announced that, in real terms, there will be little or no growth in Police Authority/force budgets over the next three years. Forces will therefore have to maintain, and in some areas improve, performance without additional resources. This in itself creates a risk to police delivery and HMIC has therefore included a strategic financial assessment for all forces in its future inspection programme.

Baseline Assessment 2006 Frameworks			
1 Citizen Focus (PPAF Domain A)			
1A Fairness and Equality in Service Delivery <ul style="list-style-type: none"> • Equality of service delivery • Community cohesion • Engaging with minority groups • Hate-crime reduction and investigation 	1B Neighbourhood Policing and Problem Solving <ul style="list-style-type: none"> • Effective mechanisms for obtaining community views • Responding to local priorities • Effective interventions and problem solving with partners and communities • Operational activity to reassure communities • Use of media to market success • Uniformed patrol and visibility • Extended police family • Performance in reducing fear of crime 	1C Customer Service and Accessibility <ul style="list-style-type: none"> • Quality of service to victims and witnesses • Customer care • Responding to customer needs • Accessibility of policing services 	1D Professional Standards <ul style="list-style-type: none"> • Investigation of public complaints • Improving professional standards • Combating corruption and promoting ethical behaviour • Reducing complaints and learning lessons
2 Reducing Crime (PPAF Domain 1)			
2A Volume Crime Reduction <ul style="list-style-type: none"> • Crime strategy • Performance in reducing volume crime • Levels of crime compared with peers • Problem solving • National Crime Recording Standard (NCRS) compliance 			

3 Investigating Crime (PPAF Domain 2)		
3A Managing Critical Incidents and Major Crime <ul style="list-style-type: none"> • Detection rates for murder, rape and other serious crime • Integration with overall crime strategy • Compliance with Association of Chief Police Officers (ACPO) murder manual • Early identification of critical incidents that may escalate into major inquiries 	3B Tackling Serious and Organised Criminality <ul style="list-style-type: none"> • Crime that crosses basic command unit (BCU) and/or force boundaries • Support for regional intelligence and operations • Asset recovery (Proceeds of Crime Act – POCA) • Effective targeted operations • Quality packages with the Serious Organised Crime Agency (SOCA) 	3C Volume Crime Investigation <ul style="list-style-type: none"> • Crime strategy • Crime recording • Investigative skills, eg interviewing • Automatic number plate recognition (ANPR) • Detection performance
3D Improving Forensic Performance <ul style="list-style-type: none"> • Specialist scientific support • Use of National Automated Fingerprint Identification System (NAFIS), DNA, etc • Integrated management of processes • Performance in forensic identification and detection 	3E Criminal Justice Processes <ul style="list-style-type: none"> • Quality and timeliness of case files • Custody management/prisoner handing • Youth justice • Police National Computer (PNC) compliance 	
4 Promoting Safety (PPAF Domain 3)		
4A Reducing Anti-Social Behaviour (ASB) <ul style="list-style-type: none"> • Non-crime activities of crime and disorder reduction partnerships (CDRPs) and other partnerships • Use of ASB legislation, tools, etc 	4B Protecting Vulnerable People <ul style="list-style-type: none"> • Child abuse • Domestic violence • Multi-agency police protection arrangements (MAPPAs)/sex offender management • Missing persons 	
5 Providing Assistance (PPAF Domain 4)		
5A Contact Management <ul style="list-style-type: none"> • All aspects of call handling and call management • Initial incident response • Early identification of critical incidents • Performance in answering and responding to public calls 	5B Providing Specialist Operational Support <ul style="list-style-type: none"> • Management of central operational support • Police use of firearms • Capability for policing major events/incidents 	5C Strategic Roads Policing <ul style="list-style-type: none"> • Effectiveness of arrangements for roads policing • Integration/support for other operational activity • Road safety partnerships

6 Resource Use (PPAF Domain B)		
<p>6A Human Resource (HR) Management</p> <ul style="list-style-type: none"> • HR strategy and costed plan • Key HR issues not covered in 6B or 6C • Health and safety • Performance in key HR indicators 	<p>6B Training, Development and Organisational Learning</p> <ul style="list-style-type: none"> • Costed training strategy and delivery plan • Key training and development issues 	<p>6C Race and Diversity</p> <ul style="list-style-type: none"> • Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability • Performance in meeting key targets
<p>6D Managing Financial and Physical Resources</p> <ul style="list-style-type: none"> • Resource availability • Effective use of resources to support front-line activity • Devolved budgets • Finance, estates, procurement and fleet management functions • Demand management 	<p>6E Information Management</p> <ul style="list-style-type: none"> • Information systems/ information technology (IS/IT) strategy and its implementation • Programme and project management • Customer service • Adequacy of key systems • Business continuity/disaster recovery 	<p>6F National Intelligence Model (NIM)</p> <ul style="list-style-type: none"> • Extent to which structures, processes and products meet NIM standards • Integration of NIM with force planning and performance management • Use of community intelligence • Application of NIM to non-crime areas
7 Leadership and Direction		
<p>7A Leadership</p> <ul style="list-style-type: none"> • Extent to which the chief officer team is visible and dynamic, sets and upholds a vision, values and standards, promotes a learning culture, and sustains a well-motivated workforce • Effectiveness of succession planning • Promotion of corporacy 	<p>7B Performance Management and Continuous Improvement</p> <ul style="list-style-type: none"> • Effective performance management structures and processes at all levels • Quality and timeliness of performance/management information • Internal inspection/audit/ quality assurance (QA) systems • Effectiveness of joint force/PA best value reviews (BVRs) 	

Force Overview and Context

North Yorkshire Police (NYP) is the Home Office police force covering the non-metropolitan county of North Yorkshire and the unitary authority of York.

NYP was formed on 1 April 1974 under the Local Government Act 1972, and was largely a successor to the York and North East Yorkshire Police, also taking part of the old West Yorkshire Constabulary's area.

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. The perimeter is 794 kilometres, and at its widest point west to east it is 154 kilometres and from north to south it is 105 kilometres. 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.

Geographical Description of Force Area

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

- Western ACU, made up of three district authorities, Harrogate Borough, Craven and Richmondshire, with the area HQ in Ripon;
- Eastern ACU, made up of three district authorities, Hambleton, Scarborough and Ryedale, with the area HQ in Malton; and
- Central ACU 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) – newly appointed in September 2005, the assistant chief constable (ACC) territorial policing (TP), the ACC specialist support (SS), the director of finance – newly appointed in September 2005, and the director of human resource (HR). While some specialist resources are co-ordinated centrally, eg firearms, crime scene investigators (CSIs) and child protection, the focus is on front-line, ACU-based staff delivering local solutions.

Demographic Description of Force Area

The economy is based primarily on agriculture and tourism. Earnings are above the regional average and approximately 94% of the national figure; house prices are above the national average. The county has a population of 764,866 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 years or over.¹ This reflects

¹ Figures gained from Census 2001

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the movement of younger people out of the area in search of social and economic opportunities and the movement of older people into the area. The significant numbers resident in communal, education and care establishments also influence the proportions, as do the numbers of military personnel and dependants at Catterick Garrison which constitute about 20% of the population of Richmondshire.

There are two cities in the county, York with a population of 181,941 and Ripon. The county's resident black and minority ethnic (BME) communities are currently estimated at 1.38% of the population, with Chinese, Indian and Pakistani being the three largest groups. There are wide variations in the distribution of the population across the force area. Some 181 out of 731 parishes are classed as sparse and 524 out of 731 parishes are super sparse (2004 mid-year estimate North Yorkshire County Council (NYCC)).

Strategic Priorities

NYP's strategic plan, the ^{NY}Policing Thrust 2005–08, is based on four key areas:

- Serving our communities
- Reducing and investigating crime
- Delivery through effective partners
- NYP the leading police service.

These four key areas enabled the force and North Yorkshire Police Authority (NYPA) to balance the direction given in the national policing plan 2005–08 with local priorities and the needs of its communities. Sitting beneath the four key areas are a series of 'promises' which describe delivery in a specific area of business. Each promise is then supported by an appropriate target or milestone to facilitate delivery and monitoring.

The plan sets out what actions and initiatives will be undertaken within each key area to achieve the results, eg outlining the approach to domestic violence, anti-social behaviour (ASB), etc.

In addition, the plan outlines the best value review plan, setting out future best value reviews, and gives an overview of completed reviews including service improvements and efficiency gains.

The plan also contains a summary of the efficiency plan showing details of the overall required efficiencies, including specific details of individual efficiency gains.

Impact of Workforce Modernisation and Strategic Force Development

The 2006–09 HR timetabled action plan (HRTAP) sets out the commitment to improve service delivery to communities. A key factor of which, through workforce modernisation, is to develop structures that are robust yet flexible to meet the challenges of protective services and general service modernisation. Ten strategic aims are stated:

- Attracting high-performing people
- Professionalising our workforce through leadership and training
- Retaining our high-performing people

0–19 year olds in North Yorkshire = 178,303

75 year olds + in North Yorkshire = 64,305

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- Improving attendance
- Embedding health and safety (H&S)
- Managing individual performance
- Embedding diversity
- Workforce modernisation
- Provision of management information
- Managing organisational change.

Specific success criteria include:

- police officer numbers maintained above 1,600 full-time equivalents, while increasing the proportion working on front-line policing activities;
- extended use of police community support officers (PCSOs) with numbers increased to 270 by 2008; and
- the development of the extended police family principles.

This will be supported by increasing attendance rates so that working time lost through sickness is less than eight days for police officers and police staff. The force will also introduce flexible pay structures for police staff. Development of the existing shift pattern is also proposed to ensure levels of demand are balanced with resources.

The force will design a scheme to introduce the national concept of advanced constables, while developing and implementing the police investigators scheme. A framework will also be introduced to support delivery of training and development for the National Centre for Policing Excellence (NCPE) professionalising the investigation process (PIP).

In addition, the development of the workforce mix will ensure it is representative of the demands placed on the force.

Major Achievements

Two double murders in Selby and York in July 2004 were brought to a successful conclusion in 2005. A 35-year old admitted the brutal murders of his girlfriend and her twin sister in Camblesforth, and two pensioners at Strensall. During the course of the investigation, more than 500 officers from a total of 12 different forces were involved and experts assisted from the national crime faculty based at the national police training centre in Hampshire, including a geographical profiler, a psychologist and officers from the Metropolitan Police who specialise in manhunt searches. The investigation generated 1,615 exhibits, 1,205 statements, 3,113 specific lines of enquiry and 17,500 documents. The case was heard at Leeds Crown Court where Hobson pleaded guilty to all four murders and was sentenced to spend the remainder of his life in prison.

From 14–18 June 2005, the force was responsible for the policing of Royal Ascot at York, which was temporarily relocated from its normal venue, and undertook thousands of hours of planning spread over the 18 months preceding the event. The force was able to deliver a professional service with no serious problems. Over a period of five days 230,000 people attended; a record 52,000 of them in one single day. The operation also saw the attendance of the Queen and Prince Philip on each day and a worldwide audience of millions.

Total crime is down by 3.5%, with a detection rate of 34.9%, which is the highest rate for its most similar force (MSF) group. (Further details are provided in Sections 2A and 3C). Over the two-year period 2003/04–2005/06 a crime reduction of 17.37% was achieved.

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Since 2002, the number of collisions involving people killed or seriously injured (KSI) has reduced by 12.06%. High performance motorcycle KSIs have reduced by 37.2% over the same period.

In November 2005 the North Yorkshire victim and witness care unit won the justice award for the victim and witness information partnership (VIP), established under the remit of the No Witness No Justice programme. This follows on from a recent national review where it was described as “the best in the country by a margin”.

The longest running and most complex criminal investigation in the history of the force resulted in an offender being sentenced to three and a half years’ imprisonment and disqualified from holding a company directorship for ten years after admitting operating a fraudulent computer supply company. The trial judge commended the force team for its tenacity and quality of investigation and referred to it as a “brilliant piece of work”.

On 19 June 2005 severe flooding in North Yorkshire Moors and the surrounding area left a trail of devastation and flooded properties. The force co-ordinated the multi-agency response, dealing with trapped people, bridges down and several roads closed. There were no fatalities and the force co-ordinated a clean-up and reassurance operation.

Chief Constable Della Cannings was awarded the Queen’s Police Medal in the New Year’s Honours List.

The force is currently integrating a command and control system. This will provide members of the public, police staff and/or officers with the ability to talk to whoever they need immediately, supported by information and intelligence that is readily and proactively available to the appropriate officers and police staff. It provides a level of interoperability allowing the force to work with other forces and agencies to pass appropriate information when and where required via the appropriate communication channel. It also provides a fuller view of its service and quality of delivery through enhanced reporting capability and audit trails.

Major Challenges for the Future

A serious and organised crime unit to address the immediate ‘protective services’ capacity and capability requirements gap is being implemented. Some £1 million additional funding has been agreed by NYPA to support this. This will be part of a longer term plan to continue to build this essential service capability. There will be an enhanced major crime capability and capacity in place to address identified immediate specialist investigative requirements.

The ^{NYP}Forward programme is the most significant programme of investment and business change ever undertaken within NYP. It will provide effective and efficient business processes and capabilities which will support all operational areas. These will be integrated into the five areas of the ^{NY} Policing Thrust working in partnership with communities and key stakeholders to focus on the following:

- Improving quality of life
- Reducing crime
- Increasing detections
- Improving call management
- Increasing the number of offenders brought to justice
- Reducing ASB.

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In 2006/07, ^{NYP}Forward enters its most critical stage with improvements to business process and replacement of its core legacy systems, through delivery of the following projects:

- Case and custody project
- Management information
- Mobile data
- Automatic number plate recognition (ANPR) (fixed sites on trunk roads)
- Crime, intelligence, general incidents and forensics
- IMPACT (intelligence management, prioritisation, analysis, co-ordination and tasking).

Building on the two-year crime reduction figure of 17.37%, a crime reduction rate of at least 6% has been set and a detection rate of at least 40% for the financial year 2006/07. Neighbourhood policing teams (NHPTs) undertaking joint information sharing, problem solving, action and feedback will enable the force to enhance the quality of services and quantifiable performance outcomes provided to the communities of North Yorkshire. The targets set take account of the potential consequences of wider community and partnership engagement that may increase reported crimes. Increases may occur in areas where there is a focus on partnership, preventative and enforcement activities identifying repeat incidents such as domestic abuse, other serious wounding and public disorder.

A comprehensive business planning process has been undertaken. Its focus has been to deliver service plans, investment, business benefits and efficiencies within the parameters of the medium term financial plan (MTFP). To enable this, where possible, resources have been redirected into front-line operational and 'protective' policing services. These are being invested principally in NHPTs led by inspectors, and protective services including the areas of major crime, and serious and organised crime. This will drive value-for-money efficiencies and effectiveness in terms of improved service delivery, community reassurance and performance outcomes.

The NYPA 2006/07 best value review plan proposes a review to focus on the contribution and position on protective services in 2006/07 and beyond. Of the seven areas of protective services the following four are proposed for initial inclusion: public order, major crime, civil contingencies and critical incidents. The remaining three areas – serious and organised crime, strategic roads policing and counter-terrorism (CT) are currently being examined by the Advance team and colleagues in three other police forces in the region.

The review of the Crime and Disorder Act recommends the merging of existing CDRP structures to make them coterminous with ACU boundaries. In all three ACUs active discussion has begun to progress this. For services like the police, fire and primary care trusts, that are already countywide, there will be various benefits, ie the number of CDRP meetings will reduce and provide opportunity for the pooling of funding, etc. However, one of the main challenges is managing the politics of bringing together already established groups, in particular the Central ACU faces an additional challenge because it is part unitary and part district council.

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Summary of Judgements	Grade	Direction of Travel
Citizen Focus		
Fairness and Equality in Service Delivery	Good	Improved
Neighbourhood Policing and Problem Solving	Good	Improved
Customer Service and Accessibility	Good	Improved
Professional Standards	Good	Not Graded
Reducing Crime		
Volume Crime Reduction	Good	Improved
Investigating Crime		
Managing Critical Incidents and Major Crime	Fair	Improved
Tackling Serious and Organised Criminality	Fair	Improved
Volume Crime Investigation	Good	Improved
Improving Forensic Performance	Fair	Improved
Criminal Justice Processes	Good	Improved
Promoting Safety		
Reducing Anti-Social Behaviour	Good	Stable
Protecting Vulnerable People	Fair	Improved
Providing Assistance		
Contact Management	Good	Improved
Providing Specialist Operational Support	Fair	Stable
Strategic Roads Policing	Fair	Improved
Resource Use		
Human Resource Management	Good	Stable
Training, Development and Organisational Learning	Excellent	Improved
Race and Diversity	Good	Improved
Managing Financial and Physical Resources	Fair	Improved
Information Management	Good	Improved
National Intelligence Model	Good	Improved
Leadership and Direction		
Leadership	Good	Not Graded
Performance Management and Continuous Improvement	Good	Improved

1 Citizen Focus (Domain A)

1A Fairness and Equality in Service Delivery

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	15	28	0

Contextual Factors

There is clear evidence of accountability throughout the organisation for race and diversity, from chief officer to ACU. Identified departmental champions and the inclusion of race and diversity as an agenda item at management meetings ensure that improvements are driven. A culture to take positive action has developed to deal with hate crime and prioritising resources where appropriate. The increase of third party reporting and witness and victim care has contributed to this change, along with the embedding of hate crime into National Intelligence Model (NIM) processes as a priority.

The race and diversity action groups (RADAGs) work to a corporate framework with independently elected chairs and the groups monitor police use of powers, complaints and specific incidents.

Strengths

- The race and equality scheme (RES) has been accredited and demonstrates best practice, leading the way forward in relation to diversity matters.
- There is evidence of robust monitoring and use of data and impact assessments across the force to identify and address the changes in policing practices. These interventions through RADAGs are influencing service delivery and displaying a commitment to diversity.
- The force was an HMIC pilot for race and diversity.
- The force has a live action plan that identifies compliance and outstanding actions in respect of national reports, ie Taylor report and Morris inquiry.
- Identified champions throughout the organisation are accountable for driving local and organisational action plans and link outcomes to management meetings.

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- NYP has a consultation strategy and actively seeks the views of its internal and external customers to improve standards. Evidence from external agencies and partners confirms that the consultation strategy is effective.
- NYP has actively increased its consultative arrangements with its communities strategically and tactically. For example, implementing and maximising contributions of RADAGs and independent advisory groups (IAG) influences its citizen focus approach to service delivery.
- National school of governance – work with outside agencies is assisting in driving forward continuous improvement.
- Diversity is part of the performance development review (PDR) process and all staff are subject to further scrutiny through feedback from RADAG and forms submitted at consultative meetings.
- NYP user satisfaction rates are now part of the performance framework and the robust monitoring of incidents is showing clear improvements.
- Performance data in respect of statutory performance indicator (SPI) 3a for 2005 indicated that the force was above the average of the MSF for victims of racist incidents satisfied with overall service provided.
- The proportion of numbers of hate crime incidents has increased slightly in comparison with 2004/05, indicating that systems are capturing this issue and officers are responding to the force priorities. The detection of such offences is significantly higher than the MSF.

Work in Progress

- The development of community intelligence, through the community safety lead and head of intelligence is being progressed through NIM. There is a correlation between the confidence the public has in the service and their relationship with the force. The force should measure that increase through the NIM model.
- The force is actively progressing an equality and diversity agenda and the RADAG has representation on each of the six strands of diversity. This will ensure that these issues are at the forefront of service delivery considerations and the team should be used as a problem-solving body to resolve issues.

Areas for Improvement

- Further development of data is needed to introduce a monitoring process to link to a problem-solving ethos within neighbourhood policing (NHP), and to link NIM inputs to performance management outputs and satisfaction levels at a local level.
- The detection rate per racial incident needs to improve; however, the force continues to perform well in comparison with the MSF. Although performance has declined during 2005/06, it continues to be significantly above the MSF average.

1B Neighbourhood Policing and Problem Solving

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
4	18	20	1

National Position

Neighbourhood policing (NHP) is a national programme and its expectations are based on national research. This framework is different to other frameworks because the grade awarded reflects the force’s ability to progressively roll out NHP, year on year, until its implementation date of April 2008. This focus on programme delivery, and the need for continual improvement, is reflected in the grades. Therefore, it is significantly more challenging for a force to maintain the same grade as last year.

HMIC has awarded an improved direction of travel where forces are actively progressing implementation, have improved their performance and allocated significant resources to deliver NHP. As a result, most forces have an improved direction of travel. However, this assessment has also highlighted the significant demands of the NHP programme and the vulnerability of some forces who are failing to maintain the pace of implementation.

Contextual Factors

NYP adopted the philosophy of NHP in April 2005 to further enhance and develop its already strong and effective community policing infrastructure. During 2005/06 progress in embedding the ten principles of NHP has, to a large degree, been successfully achieved in the pathfinder ACU at Central. Through the progress achieved in the pathfinder site, many lessons have been learnt that have pump primed the business planning process for 2006/07 and informed the strategic operational policing development project (SOPDP).

The force has volunteered to pilot the NHP project team ACU performance model, ensuring that the current momentum is maintained and ensuring the force continues with its objective of being the leading police service in NHP by 2008.

Strengths

- The Chief Constable chairs the pan-North Yorkshire CDRP group and local criminal justice board (LCJB). The force features on the agenda of both meetings, securing ‘joined-up’ partnership working. Positioned to influence and link CDRP key crime objective target activity with criminal justice partner activity. The drive to deliver NHP is led by the Chief Constable and is tailored to the needs of the county and City of York.
- The Strategic Operational Policing Development Project (SOPDP uses PRINCE (Projects in Controlled Environments) project management to drive the development

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of NHP in the force highlighting critical paths and milestone dates. The project initiation document provides the baseline for the project and clearly articulates the objectives and scope of the project. The DCC has the strategic lead and is the project director, the ACC (TP) (supported by the ACC (SS)) is the project team chair. The NHP performance is managed through the DCC inspection process across three ACUs and specialist support department (SSD), and through the DCC's monthly performance management business area meetings.

- NHP in North Yorkshire has been tailored to fit local needs and it reflects both the geography and the political landscape, with 16 identified NHP areas with ward-based constables and PCSOs.
- Local neighbourhoods have been aligned to current county, district and unitary structures and the force is realigning its beats with wards to improve neighbourhood identification, partnership data sharing and engagement with locally elected members who play a key role in neighbourhood security through ward planning communities and joint agencies groups. The NHP areas are broken down further to identify communities within wards. This work has been done in five pilot wards within the pathfinder ACU. In one ward, 17 communities were identified, after following the principles within NCPE practice advice on professionalising the business of NHP.
- The NHP strategy underpins this high-level plan. This sets out the key objective for ACU-based NHPTs of close engagement with communities to identify local priorities, concerns and problems, which enables local people to have a real say in the shape and delivery of their local policing.
- NHP performance is managed through the DCC inspection process across three ACUs and SSD, and through the DCC's monthly performance management business area meetings. Tactical performance reviews are undertaken monthly at operational performance review.
- Each ACU has an implementation team working to objectives specified in the project initiation document and project plan. The NHP project management board meets weekly, resolving strategic issues. Updates are emailed to Police Authority members and ward councillors.
- Neighbourhood priorities supported by community and partnership involvement have been trailed in five pilot wards within the pathfinder ACU. Public priorities were identified following the distribution of 10,000 questionnaires, and following a seven-stage reassurance policing model. After identifying public priorities through joint agency groups, days of action are held to tackle problems. NHPTs are now being rolled out but configured differently dependent on the identified needs of the community. This corporate template will now be introduced across each ACU and the force will have obtained detailed ward profiles for each of the 195 wards.
- ACUs have redistributed resources from response to NHPTs and are sized to demand. NHPTs have been aligned to geographical wards and resourced according to levels of crime, demographic profile and issues around education and deprivation. Partnership co-ordination groups (PCGs) will be formed in each district.
- NHP was mainstreamed in policing activity in April 2005. The objectives of the SOPDP are to further develop and enhance the provision of the NHP service. From

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April 2006, the ratio of officers engaged in NHP compared with response resources will be in Western ACU 50/50, in Eastern ACU 55/45 and in Central ACU 60/40.

- The chief officer team (COT) and ACU senior management teams (SMTs) are conducting personal road shows to brief all staff on NHP. Localised NHP leaflets identifying the principles and NHP team personalities are being made available for delivery to all households and all staff. HQ community safety has produced PowerPoint presentations for both internal and external audiences, conveying the key relevant messages to the respective recipients.
- Identities of dedicated NHP officers and the areas that they are responsible for are published on the force website. In addition, this information is shared with Neighbourhood Watch through “Ringmaster” and in the local policing summary and will be sent to every household in North Yorkshire and the City of York. Identities of NHP officers are further promoted through local newsletters and are advertised in local public amenities such as libraries and post offices as well as details being provided at local community meetings.
- The ACU definition of NHP matches the force definition, which is aligned to ten core principles. Dedicated NHPTs form the largest proportion of front-line resources, with clear role and abstraction policies. NHPT resources are deployed through the NIM tasking process.
- The identification of public priorities has been piloted in the pathfinder ACU in the five pilot ward sites. The force is to establish an effective means of integrating public priorities into its NIM processes.
- NIM continues to provide the strategic foundation for internal and partnership processes with an array of specialist teams with clear roles and responsibilities. A CDRP-funded analyst collects and uses partnership data to enhance service delivery.
- A pilot utilising local authority liaison officers is sited in the newly created business intelligence units (BIUs). These posts, part funded by the local authority, will enhance and speed up the partners’ response to neighbourhood issues. The officers are able to quickly identify the appropriate response, break down barriers and deliver solutions.
- Police Authority and staff association/trade union engagement has been essential and continues to benefit development of NHP structures. Resources have been allocated to areas using a demand profile and variations in shifts have allowed for a structured response to the demand curve of the area.
- Consultants have been engaged to ascertain how performance monitoring can be improved among all partners and agencies in NHP areas.
- BIUs and joint agency action processes will give the NHP philosophy a clear performance focus. Analytical capacity has been enhanced and will ensure intelligence leads a proactive, and where appropriate co-active, ethos.
- PCSOs, special constables and neighbourhood officers up to and including the rank of inspector are provided with clear performance expectations via PDRs and are

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monitored via the daily management meetings (DMMs) and tactical tasking and co-ordinating (TTCCG) groups.

- The reduction of ASB within the force is lead by the ACC (TP). Campaigns targeting ASB through the Alcohol Misuse Enforcement Campaign (AMEC) and the Alliance Against Violence multi-agency concept have seen reductions. The ASB agenda is driven through NIM and operations superintendents have a tactical overview.
- Some 188 special constables are aligned to NHPTs with a target to increase establishment to 300 to enhance and support NHPTs. The force is involved in broadening the number of volunteers through a number of schemes to engage volunteer groups (Venture Scouts, Duke of Edinburgh Award Scheme, youth groups, army apprentices, etc). For example, in Selby there are 12 volunteers engaged in outreach work for domestic abuse.
- There is a commitment to recruit up to the Home Office identified limits of PCSOs to build on its current establishment of 75. Recruitment for 2006/07 will see an additional 60 PCSOs with a further 134 recruited in 2007/08. The force is currently taking part in a national minimum standards recruitment pilot.
- Officers are trained and accredited to deliver crime reduction training (including ASB) both internally and externally to partners.
- SPI 1a – percentage satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to making contact with the police is slightly higher than the MSF average.
- SPI 1b – percentage satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to action taken by the police is higher than the MSF average.
- SPI 1c – percentage satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to being kept informed of progress is slightly higher than the MSF average.
- SPI 1d – percentage satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to their treatment by staff is above the MSF average.
- SPI 1e – percentage satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to the overall service provided is above the MSF average.
- The force is equal to the average in the MSF in areas of the British Crime Survey (BCS) that test the public's perception in respect of people who think their local police do a good job, the risk of personal crime, the risk of household crime and perceptions of ASB.

Work in Progress

- Communications and marketing are evaluating a system whereby members of the public can subscribe to the web page for their NHPT. The subscription, which is free,

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means that any changes to that page will generate an email notification to the subscriber informing them of an update to the relevant page.

- The force is aware of the opportunities available through community safety accreditation and is working towards accreditation schemes within the county.
- Currently the intelligence structure does not maximise opportunities for effective capture and analysis of community intelligence as it can often be location based. The Indepol-based intelligence system deals with records attached to individuals. The force development programme ^{NYP}Forward will address this during its development in 2006. In the interim the head of intelligence is producing proposals to deal with community intelligence to exploit the opportunities and how to build it into level 1 activities. This will be further enhanced by a new crime and intelligence system to be introduced later in 2006.
- Further ASB training is planned for NHPT officers to deliver required outcomes of youth strategy. Training will be delivered in a multi-agency forum. Training will take cognisance of the Respect agenda, Every Child Matters and associated five key outcomes, Children's Act and ACPO youth strategy It's Never Too Early, It's Never Too Late. Additional training will be delivered to address deliverable outcomes of licensing policy.
- The force has developed ward profiles for the 22 wards within York. These ward profiles were used in the five pilot wards to provide hotspot analysis to inform multi-agency action geared towards crime reduction and ASB. This corporate template will now be introduced across each ACU from April 2006 across the 195 wards. These profiles will inform and direct activity, contain details of partnership resources and will include public priorities.

Areas for Improvement

- The force should continue to drive forward the ethos of NHP with partners ensuring that there is an understanding that NHP is the prime delivery system within the force for the reduction in crime and ASB and the prosecution of offenders. (Some 70% of public priorities are not policing issues.)
- The force should maximise the opportunities for data sharing and ensure there are protocols in place to underpin the understanding of how partnership data sharing can enhance service delivery to the public and reduce bureaucracy for all agencies and partners involved.
- The force should fully utilise the analytical capability within force and partners to ensure maximum benefit is achieved in effective problem-solving partnerships by the provision of analytical interpretation of partnership data to inform tasking and co-ordination.
- Although the force has moved forward in engaging with partners in the areas of problem solving, a joint partnership strategy has not been fully developed as the force are awaiting national partnership guidance on NHP.
- The force should continue to further embed the principles of NHP into everyday policing. Appropriate training to staff should include qualitative aspects of service delivery while continuing to focus on providing the skills to establish public priorities.

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- The development of an effective performance framework to identify and map the extent of engagement and priority setting should ensure that local issues are being tackled. The establishment of partnership co-ordination groups at ward level will ensure that locally based resources are focusing on local priorities. Structured regular local action group meetings will enable the community to identify the crime and incident types which they find most damaging to quality of life and will give community members an opportunity to review policing activity in the previous period and set new tasks for the next period.
- The refining of NIM processes (particularly tasking and co-ordination), which focuses on impacting on NHP priorities as well as the force priorities, will help maximise opportunities and gain the commitment of partners to exploit the potential of co-active working.
- NHPT staff are formally posted with an expectation that they remain in post for a minimum of two years. Training needs analysis has been completed for all NHPT staff and there are deployment and abstraction policies now in place. Special priority payment (SPP) arrangements are currently being finalised with the Police Authority and succession planning is managed within the HR people plan and ACU by the ACU vacancy management processes. The force should monitor movement and vacancies within the NHP teams and set standards for filling vacancies.
- The draft joint ASB enforcement protocol will standardise enforcement practices and should take cognisance of the developing Crown Prosecution Service (CPS) protocol for Anti-Social Behaviour Order (ASBO) applications in some areas of the force.
- The communications and marketing strategy provides templates and leaflets to publicise NYP NHP initiatives and is engaged in ensuring a broader dissemination of positive information through engagement and partnership arrangements with a variety of media outlets. The success of these communications will be tested through the public attitude survey and engagement, to be conducted from April 2006 on a monthly basis. The force should ensure that recognition is made of the contribution made by partners.
- Identities of dedicated NHP officers and the areas that they are responsible for are published on the force website. Identities of NHP officers are further promoted through newsletters are advertised in local public offices and also information is provided in local community meetings. The public attitudes survey should include questions regarding knowledge of NHP to assess the public's awareness of who is responsible for their particular ward area.
- The force should consider improved access to NHPT officers. Currently this is almost entirely through the public access unit (PAU) using the 0845 number. This does not always provide the most effective method of facilitating that contact interface and adds an additional load to the PAU staff.
- The force should continue to reinforce and communicate at an appropriate level the aims and objectives of NHP internally, ensuring that all staff have an understanding of what NHP should deliver and what part each has to play. The promotion of NHP externally has been strong (raising public expectations) and should be reflected in the training and awareness internally.

- The force should review the posting policy for student officers and ensure there is sufficient supervisory resilience to support their development within the NHPT model.
- The force should examine the role of 'tutors' as a consequence of the introduction of Student Officer Learning Assessment Portfolio and provide refresher training to ensure the maximum number of tutors are available. Established tutors feel that they may not be equipped to perform the role after the introduction of student officers.
- PCSOs have a clearly defined role and recent amendments to the incident deployment policy provide clarity. PCSOs should be fully utilised and tasked to deal with quality of life issues within the NHPT and given stretching objectives with support to develop their skills and contribute to operational policing priorities.

1C Customer Service and Accessibility

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	19	22	2

Contextual Factors

The force is committed to improving consultation within communities and other stakeholders to ensure that the policing services provided are being developed and delivered to meet the needs and desires of North Yorkshire and the City of York.

A key element of this consultation and engagement is keeping the community informed of outcomes and this is linked with the marketing and communications strategy. The force vision is to use effective communications and marketing to raise awareness and improve understanding of the force, in order to increase public satisfaction, provide reassurance and confidence, enhance partnership working and support the delivery of safety and justice through the ^{NY}Policing Thrust.

Strengths

- The DCC is the chief officer lead for Citizen Focus supported by the ACC (SS). The DCC is part of the national working group and is proactively linking national strategy with the force delivery to improve quality of life issues. Commitment and dedication to the community’s quality of life is held to account through ^{NY}Policing Thrust and the quality of service commitment (QoSC) documents. These papers outline the strategic direction of the force evidencing performance targets and recommendations on meeting obligations to the community.
- A comprehensive QoSC action plan details progress with a target to be compliant for November 2006. The COT and the Police Authority are regularly updated on progress through formal reporting structures. Monthly DCC inspections of ACUs and departments ensure progress is monitored and delivered to meet compliance dates. This plan is linked to the First Contact, single non emergency number (SNEN), national call standards and the victim code activities. This provides a holistic view of all issues influencing change in the delivery of service to customers, structures and processes.
- The force is well advanced in its preparations for QoSC compliance and victim code where commitments will be delivered. The customer’s ability to access services is embedded throughout the force in marketing and communication, estates and e-policing strategies. Staff have been trained and developed through PDR to deliver quality of service, and robust processes are in place to address inadequate service delivery.

- There is a marketing and communication strategy that ensures the force capitalises on significant events that impact positively on public reassurance and promote the force in a positive manner.
- A consultation strategy provides opportunity for the customer to be consulted through various methods to feedback their views on the police and local issues that affect them. Data is fed through the NIM process and actioned through tasking and co-ordination with localised action driven through NIM, ACU BIUs, CDRPs and local partner agencies. The aim is to drive a strategic and tactical collaborative approach with consultation feeding into analysis that is done at both a strategic level and a local level through the BIUs, which informs community engagement activities and policing priorities.
- Staff have been briefed on the QoSC through leadership forums and locally delivered staff development days. Force control room (FCR) and crime recording unit (CRU) staff have training tailored to quality of service and initial contact with customers which is monitored during their probation. Supervisors and quality of service officers routinely monitor quality of service issues within FCR and identify areas for improvement.
- The estates strategy contributes to operational policing performance by reflecting developmental opportunities and collaboration with partners in use of buildings and effecting easy access. The force aims to enhance police visibility among its communities which includes use of mobile police stations and multi-agency one-stop shops (Thirsk).
- All police station opening times are well publicised and service delivery is maintained. All main ACU stations with custody facilities are open 24/7.
- The administration of justice (AoJ) department is responsible for keeping the victim updated with the progress of an investigation post charge. The Victim and Information Partnership (VIP) was introduced in March 2005. The partnership allows for continuous ownership of each case ensuring the victims and witnesses have a point of contact throughout the course of the case. All cases are logged, which ensures a continuous audit trail and agreements have been reached with partners, such as the courts, which allow for prompt return of court results. Witness attendance rates have risen from 50% in September 2005 to 91% in November 2005.
- The force is actively encouraging the use of non-police premises to provide access by the public to police services, which includes converting local authority-owned housing on difficult housing estates.
- With regard to performance within MSF SPIs 1a–e, the force is in the upper quartile in all areas of the SPI 1 indicating excellent satisfaction rates that are above average within the MSF.
- Call-handling performance has improved during 2005 and the target for answering 999 calls within the locally set target time is above the MSF average.
- The force is acknowledged by the No Witness No Justice inspectorate team to be delivering one of the highest performance levels in the country to victims in relation

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to the victim code. This is supported by the results of the latest WAVES (witness and victim experience survey).

- The WAVES reported that North Yorkshire is above the national average for overall victim and witness satisfaction in the CJS.

Work in Progress

- With regard to the pre-charge element of the code, the force is developing a centralised unit to process manage this area and train front-line staff.
- Working with victim support, the force is enhancing the system of automated referrals which is due to be implemented on 1 April and processes are in place to amend the information technology (IT). Supporting this will be pilot victim care units.

Areas for Improvement

- The force has difficulty in addressing satisfaction levels of BME due to the sample being so small and is using the RADAGs to ensure that it is cognisant of the issues that affect minority communities. Any specific issue is dealt with locally and fed back to the diversity unit.
- The force needs to enhance the development of partnership working within NIM structures to identify community concerns.
- All written communication within ACUs and departments is logged and an acknowledgement letter sent identifying which officer will deal with the issue and make contact. Personal contact is made with the writer in cases where a complaint is made or quality of service issue is identified. The force should ensure that issues that involve quality of service are collated centrally and are not confused with 'direction and control' issues.
- The ACU uses sexual offences liaison officers, achieving best evidence guidance (ABEG) officers and family liaison officers (FLOs) as a link to vulnerable victims and witnesses. The officers also liaise with the CPS to ensure that special measures are available for such witnesses at court. The force should continue to review their own and partners' performance to ensure they share victim/witness feedback with the CPS and other partners within the CJS.

1D Professional Standards

Grade	Direction of Travel
Good	Not Graded

National Grade Distribution

Poor	Fair	Good	Excellent
2	16	25	0

National Position

In view of the recent focused inspection activity of professional standards departments across the country, the grade allocated in the national moderation process and publication of the reports in January 2006 will be applied for the purposes of baseline assessment.

The inspections were conducted using a substantial framework of questions under EFQM4 (European Foundation for Quality Management) headings. This framework of questions was forwarded to forces in line with normal baseline methodology, requesting self-assessment and submission of relevant evidence and supporting documentation. This material was then analysed and followed by HMIC inspection teams visiting forces to carry out validation checks and supplementary interviews of key staff and stakeholders. The baseline inspection reports include recommendations as well as areas identified for improvement.

Evidence was gathered, consolidated and reported upon in individual force baseline assessment reports which can be found on the HMIC website:
http://inspectrates.homeoffice.gov.uk/hmic/inspect_reports1/baseline-assessments.html

2 Reducing Crime (Domain 1)

2A Volume Crime Reduction

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
1	18	20	4

Contextual Factors

Over the past two years the force has achieved a total crime reduction of 17%. This has meant that this year’s target of 10% has been challenging and it achieved a 4% crime reduction against a target of 10%. The force has the fourth lowest crime rate within its MSF group and performance is better than MSF average. There is a strong structure in place for performance management, through COT inspections, performance management meetings, neighbourhood accountability through inspectors and individual performance indicators (PIs) through the MI gateway database.

New policies and strategies have been introduced to provide a focused approach to the performance of crime investigations and to support operational staff. Effective targeting of persistent and prolific offenders, hotspots and crime series prioritised at level 1 and 2 are in place through the tactical tasking and co-ordination process.

The introduction of crime management units to assess and evaluate the solvability of all volume crime has enhanced the continued reduction targets of 2006/07. These are now in the next steps of development into crosscutting intelligence and performance units working towards a corporate framework and called business intelligence units (BIUs).

Strengths

- Over the past two years a total crime reduction of 17% has been achieved. The force set a challenging target of 10% for 2005/06 and achieved a 4% crime reduction. The force has the fourth lowest crime rate within its MSF group and performance is better than MSF average.
- National Crime Recording Standard (NCRS) compliance is excellent in some areas of the process and good in others and provides the force with an accurate baseline to impose stretching targets.
- Under the lead of the CCs Pan NY Forum, ACUs have been instrumental in restructuring the partnerships to ensure they comply with NIM and are more outcome focused. ACU commanders sit on the local strategic partnership meetings of all eight CDRPS across the force. Each ACU has senior representatives at every

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board or strategic meeting within CDRP and nominates deputies to ensure 100% attendance to demonstrate the commitment to the partnerships.

- Chief officer lead for crime reduction is the ACC (TP) who is underpinned by local SMTs. There is a strong structure in place for performance management, through COT inspections, performance management meetings, neighbourhood accountability through inspectors and individual PIs through the MI gateway database.
- Volume crime levels are scrutinised daily and published on the daily dashboard. ACU management teams are held to account through crime business and general policing business area meetings. There is also a weekly Gold meeting chaired by a chief officer and attended by senior representatives from each business area and ACU. The focus is on quickly identifying performance issues and action planning to robustly address them. For example, high levels of reported mobile phone theft were identified. As a consequence, directed action resulted in a 23% reduction in that crime category.
- Policies and strategies have been introduced to provide a focused approach to the performance of crime investigations and to support operational staff. Effective targeting of persistent and prolific offenders, hotspots and crime series prioritised at level 1 and 2 are in place through the tactical tasking and co-ordinating process.
- The introduction of crime management units (CMUs) to assess and evaluate the solvability of all volume crime has enhanced the continued reduction targets of 2006/07. These are now in the next steps of development into crosscutting intelligence and performance units working towards a corporate framework and called business intelligence units (BIUs).
- The head of crime co-ordinates crime champions for vehicle crime, violent crime, burglary, drugs and PIP.
- The force introduced an overarching crime strategy in November 2005, which provided a corporate framework for ACU and departmental activity. This is supported by 17 sub-strategies dealing with specific areas of crime, including burglary, volume crime investigation and reduction, violent crime and repeat victimisation. Each of these strategies is built around the victim/offender/location model and partner-based problem solving.
- Effective crime recording processes are in place and the force is rated in the top eight performing forces nationally.
- There is a high level of commitment by chief officers and ACU management to engage with CDRP and other partnerships.
- CSIs are tasked with attending 100% of burglary scenes. This is monitored through the business planning process, daily management meetings and the CSIs own reporting mechanisms. An attendance policy was introduced ensuring appropriate attendance for different crime types maximising forensic opportunities.
- There is effective targeting of persistent and prolific offenders, crime and incident hotspots and crime series that are prioritised at level 1 and level 2 through the tactical tasking and co-ordinating process. The tactical activity is prioritised by the

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ACU and force control strategies, which pull together activity relating to intelligence, enforcement issues and the prevention of crime.

- There is a problem-solving plan owner for each control strategy crime group on each ACU. Plans are reviewed at tasking and co-ordinating meetings and results evaluated and best practice shared through weekly Gold meetings.
- Performance of the force in respect of SPI 5a domestic burglary per 1,000 households, SPI 5b violent crime per 1,000 population and SPI 5c robbery per 1,000 population is better than the MSF average and total crime has been reduced significantly.

Work in Progress

- NCPE codes and practice advice is managed centrally with gap analysis and action plans being implemented to ensure best practice is adopted. An example of this is domestic violence where, following gap analysis and formation of an action plan, the force is introducing ACU-based dedicated community protection units (CPUs) that will manage domestic violence crime, missing persons and hate crime.

Areas for Improvement

- The development of BIUs on areas that will subsume CMUs will provide a clearer focus on investigations and outcomes. There needs to be clear standard operating procedures for the units which should not be seen as only feeding the daily dashboard performance process. Issues around qualitative data should be included, otherwise this may have unintended consequences in relation to quantity instead of quality outcomes around vulnerable victims with an emphasis on instances where the complainant declines to prosecute (CDtoP).
- The force has expressed an intention to go towards 100% attendance at crime scenes to assess crime before recording. This would eliminate the need for differentiation between primary and secondary crime management/allocation. This has the potential to prevent over-recording and avoid bureaucratic processes to achieve a 'no crime' while complying with NCRS. Should this be adopted, the force should consider the role of the CRU and CMUs on area.
- The force should ensure that NHP is impacting on crime reduction targets and that NHP is being supported by the integration of other support units on areas. Units should not be allowed to work in isolation or 'silos' and any perceived blocks to such teamwork should be identified and removed.
- Abstraction rates across the force (for major inquiries projects, etc) should be included within the performance management regime and scrutinised at the DCC's monthly performance management business area meetings.
- Reduction of violent crime and non-domestic burglary to be improved compared with current rates.
- Improvements to be made in relation to CDRP reduction targets in comparison with MSF groups and 2005/06 targets.

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- Vehicle crime per 1,000 population has increased slightly and is above the MSF average. Although there was a slight reduction during the first three months of 2006, the performance remains below the MSF average for that period.

3 Investigating Crime (Domain 2)

3A Managing Critical Incidents and Major Crime

Grade	Direction of Travel
Fair	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
5	17	17	4

Contextual Factors

The force is cognisant of its risks and of maintaining its reputation. It has, over the years, responded well to a variety of critical incidents, eg major crime, Operation Chive, two double murders and Operation Packet – a series of letter bombs. It has also dealt with natural disasters, floods, foot and mouth and major incidents, eg Great Heck and rail crashes. It has realistically assessed its capabilities regarding protective services as part of NYP Advance. Notwithstanding for an area assessed as low risk and for a force of its size, the force has equipped itself with necessary skills, systems, facilities and arrangements to respond to reasonably anticipated demands. These arrangements are pragmatic in order to maintain local policing services and are practical given the large geographic area that they cover.

Strengths

- A security review group chaired by the ACC (SS) considers terrorist assessments in relation to the military and sensitive assets within the county. Risk and vulnerability assessments are made of significant sites, including key points and other potential terrorist targets. This also includes significant individuals and vulnerable groups and the relevant communities are involved in this process. In addition there is a threat and risk assessment document prepared as a part of the firearms risk assessment which includes geographical consideration response times, effect of weather conditions, etc.
- CT is included within both the force and local control strategies with close liaison with vulnerable military targets and economic key points. A CT unit is supported through extraordinary funding from ACPO (TAM). It operates a system for CT tasking aligned to force tasking directed through the security review group. The force is proactive in its risk assessment process and secures external funding for dealing with potential threats from domestic extremist organisations.
- A major crime unit has recently been established. The two delivery teams are supported by additional resources in respect of technical support, exhibits and disclosure officers. It will allow TP operations to take place without the reliance on other forces and should provide some resilience.

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- A corporate community impact assessment (CIA) template is in use and this was effectively utilised post 7/7. CIAs are completed in respect of critical and major incidents, eg Operations Wiske, Chive and Wilde and sex attacks in Ripon.
- Senior investigating officers (SIOs) liaise with the serious crime analysis section regarding trends. Where trends are identified, comment is made under the violence section within the strategic assessment; however the numbers of homicide incidents are statistically invalid. Each SIO can commission target profile analysis, victim profile analysis and crime pattern analysis dependent on the circumstances of the enquiry. The national domestic risk assessment matrix is circulated and being introduced.
- NIM processes are fully utilised to identify, action, review and risk manage potential critical incidents through the use of ACU-based daily intelligence meetings, the DMM (chaired by an ACU-based superintendent) and the briefing manager daily log.
- There is a good understanding with coroners regarding deaths in care homes, eg investigation with the Health and Safety Executive (HSE) December 2005 and there has been joint training on SIO development days. The force has demonstrated its ability to work jointly with HSE in the investigation of incidents.
- Memorandums of Understanding (MoUs) exist with a wide range of partner agencies, for the sharing of information and intelligence and Data Protection Act issues. Intelligence is available from other systems including Customs and Excise and the security services. There are MoUs in existence with other Home Office forces for particular disciplines, which include arrangements with Northumbria Police to provide witness protection.
- Completion rates regarding Serious Crime Analysis Section forms are 100%. There are now time limits imposed on the submission of these forms and this is an opportunity for improvement in speed of notification while maintaining quality. Additionally monthly crime returns are made to the National Criminal Intelligence Service (NCIS) as per regional and national requirements and are part of a nine-force regional intelligence group and regional tasking and co-ordination group.
- Two-day SIO development conferences are held three times per year for detective inspectors (DIs) and above, at which specialist speakers share best practice and review recommendations.
- Policies are in place for the review of homicides with two recently being undertaken by outside consultants. In view of their findings, the force is improving its major incident capability and capacity, and has a comprehensive corporate action plan to process all organisational review recommendations.
- The force has three SIOs trained to manage kidnap and extortion investigations. There are four Red Centre trained negotiators (including the negotiator co-ordinator). Details are published on the intranet with contact details. There are six nationally trained negotiators and three regionally trained negotiators who provide a 24-hour on-call service. There is evidence of the use of a range of specialist advisers, Catchem, behavioural analysts and search advisers.
- There are identified processes in respect of requesting firearms resources by direct contact with other forces within the region. Requests for resources on a national

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basis are addressed via Police National Information Coordinating Centre. Mutual aid protocols have been formalised in respect of a dynamic intervention capability and the regional response to national request for firearms resources. Cross-border firearms incidents are managed in accordance with the ACPO North East regional protocol. Work is currently ongoing with the NHS trusts in respect of deployments and incidents at hospitals within the force area.

- The force is part of a seven-force mutual aid group in respect of additional resources required for operating a Casualty Bureau web application. Although no MoUs exist in relation to the staffing levels for major incidents the mutual aid arrangements between these forces are robust and have proved adequate over recent years. This includes Operation Chive (2005), and a number of major incidents over recent years including the Great Heck train crash and the Dunkeswick air crash.
- A single point of contact (SPOC) is located within the force intelligence bureau (FIB) for developing and dissemination of firearms intelligence which is shared at the NCIS national firearm forum. A threat and risk assessment has been completed in accordance with the firearms codes of practice and has been used to progress and develop firearms capability to deal with both spontaneous and planned firearms deployments. The threat assessment is reviewed alongside the force strategic assessment. Firearms intelligence is reviewed at the regional intelligence group and force tasking meetings.
- The Chief Constable chairs the risk management group which meets quarterly and includes members of the Police Authority. The risk management strategy ensures that risk management is embedded within all areas of the organisation. This strategy is available to all on the intranet.
- The force has a systematic approach to the identification and inspection of potentially high-risk functions which have been prioritised to provide proportionate inspection timescales according to the potential risk to the organisation. For example, the covert standards unit carries out quarterly inspections of dedicated source unit confidential source registers held on each district which are subject to six-monthly inspection, and Regulation of Investigatory Powers Act inspections are continuous.
- The demand for firearms resources is assessed as part of the force threat assessment as detailed in the firearms codes of practice. The deployment of firearms assets is reviewed quarterly at the operation firearms group meeting, which is chaired by the ACC (SS) firearms lead.
- The force has three ACPO firearms Gold commanders and 25 accredited and trained firearms Silver commanders.
- Silver firearms command of spontaneous incidents is provided 24/7 by the control room inspectors, supported by the duty superintendents who also provide cover 24/7. All planned firearms deployments are authorised by the on-duty or on-call ACPO Gold commanders. The DCC, the ACC (TP) and the ACC (SS) are Kratos aware. All ten firearms support unit (FSU) team sergeants are trained firearms Bronze commanders and all 71 authorised firearms officers (AFOs) are given training inputs in respect of this role. Seven firearms instructors provide firearms tactics advice supported by the two FSU inspectors. One FSU inspector supported by the firearms services sergeant is trained in post-incident management.

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- The force performs well in respect of SPI 5e life-threatening crime and gun crime per 1,000 population and is above the MSF average.

Work in Progress

- ACU-based CPUs have been established on each ACU from April 2006.
- The force does not have a major incident room (MIR) specialist unit and teams for major incidents are drawn from ACUs when the need arises. However, the force is moving towards implementing a permanent MIR capability from July 2006 with the recruitment of specialist staff. This is the first phase of a planned expansion in providing a dedicated and specialist response which will be further enhanced in 2007/08.
- NYP has established the nucleus of a dedicated major crime investigation team, despite the issues with covering such a large geographic area. The force also intends to further enhance and extend this capacity, which has been clearly documented in the business planning process 2006/07 implementing from July 2006 a major crime and serious and organised crime capability.

Areas for Improvement

- The force intends to undertake mapping at NHPT levels looking at level 1 activity and how this impacts on level 2 to make an assessment on how the major crime unit can impact on level 2 and 1. This will ensure that the units are actively engaged at the appropriate level.
- The force should develop appropriate PIs for the major crime unit and link these with short, medium and long-term objectives in particular around the Proceeds of Crime Act (POCA). In the absence of such targets, the unit may commence to develop targets for concentrated work which may have to be abandoned in order to react to force demands.
- Osman policy is in place and available on the intranet site. The force has made an assessment that they do not require a permanent witness protection team, but two HQ-based officers co-ordinated by the FIB detective sergeant are witness protection trained to provide an immediate response pending handover to Northumbria Police. The force should review the resilience of the current arrangements within force.
- There are no full-time resources for major incident teams and the force provides major incident teams at short notice from existing resources. There is an intention to increase the MIR capability from July 2006, with the permanent deployment of four trained detective sergeants within the Home Office Large Major Enquiry System (HOLMES) room. Other resources will continue to be drawn from ACU-based uniformed teams until April 2007. While the full-time MIR team is anticipated the force should continue to review skills and competence within the force and test and review capability.
- To provide additional resilience the force is recruiting two permanent SIOs, one detective superintendent and one detective chief inspector to manage all category A and B murder investigations and mentor less experienced SIOs. The force should

ensure that mentoring is structured and that there is a record maintained of competence development within the PDR process.

- Firearms deployments are intelligence based and conducted in accordance with the force continuum and conflict management module. CIAs are completed in respect of all firearms deployments. A firearms contingency planning database has been constructed and is being populated with firearms response plans. Access to the response plans is via a shared access database available to all control room and local supervision. Knowledge and accessibility to these plans should be tested within the PDR process.
- The force has police search trained officers accredited to CT standards. They are used in specialised search environments where individual skills can be used more effectively. The force should review their ability to respond to critical incidents and ensure there is sufficient resilience and regular assessment of competence by appropriately trained supervisors.
- Although the force has an on-call provision for the call-out of specialist units and staff outside normal hours, there is no provision for the review and testing of this provision. Due to the large area of the force, consideration should be given to set minimum response times and ensure that staff with specialist skills can attend spontaneous incidents in realistic timescales.

3B Tackling Serious and Organised Criminality

Grade	Direction of Travel
Fair	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
7	21	13	2

Contextual Factors

Since the last baseline assessment, the force has made significant progress in enhancing and developing its capacity and ability to deter, disrupt and dismantle serious and organised crime. With identified investment to address existing gaps for protective services with additional further investment to come, the force is ensuring its opportunities for collaboration whenever possible.

By July 2006, this will extend to a range of support staff that will reduce the effect of post-arrest/charge maintenance and increase self-sufficiency in respect of covert and technical attacks. These developments have taken cognisance of the need to embed workforce modernisation. In common with other forces, work is continuing to identify the most effective monitoring and evaluation process. This will be supported by the wider force initiative to develop BIUs to provide consistent, accurate and timely management information together with a reduction of bureaucracy on operational officers. The further investment in intelligence and financial investigation will enhance the links between level 1 and level 2 and mainstream asset recovery within all crime activity.

Strengths

- The ACC (SS) is the chief officer lead for serious and organised crime and also the force champion in respect of NIM. He chairs all level 2 tasking and co-ordinating meetings and when not available his nominated deputy is the ACC (TP). Representation at regional tasking is undertaken by the director of intelligence who ensures that chief officer lead is appraised of issues in a briefing scheduled immediately prior to force tasking, to allow sensitive issues to be discussed.
- Serious and organised crime appears in the control strategies at force and ACU level. The intelligence requirement sets out specific areas of activity relating to high-tech crime, financial investigation, organised crime, robbery and firearms, etc.
- The surveillance unit continues to play a critical role in the success against serious and organised crime and has benefited from the investment in specific, measurable, achievable, realistic, timely (SMART) technology allowing it to engage in operations declined by some of their counterparts.
- Operations and activities are prioritised through the NIM process at ACU and force level. The FIB has developed a scoring matrix that provides a means of prioritising

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level 2 target activity. The scoring matrix is reviewed through the preparation of the twice-yearly control strategy and intelligence requirement documents and through the quarterly reviews undertaken by ACUs, the FIB and the organised crime unit. Level 2 operations are updated and reviewed through the force tasking arrangements on a fortnightly basis.

- The force intends to undertake mapping at NHPT level, looking at level 1 activity and how this impacts on level 2, to make an assessment on how the major crime unit can impact on level 2 and 1. This will ensure that the unit is actively engaged at the appropriate level.
- Although the organised crime unit currently has a limited capacity, the appointment of additional experienced detectives to lead on level 2 investigations has ensured positive results since they started to operate in October 2005.
- Increased focus on Suspicious Activity Reports reports has improved understanding of criminal networks in the county and has identified a number of potential targets for assessment within the target matrix. Proactive monitoring of financial disclosures has been developed through the force intelligence unit and developed further using surveillance and technical support.
- The FIB liaises with identified NCIS leads and meetings are held monthly. The force is actively promoting POCA and is supportive in developing packages for consideration by the regional asset recovery team. There are formal arrangements for intelligence exchange and collaboration with other agencies including the Serious Organised Crime Agency.
- There is an effective working relationship between the FIB and the organised crime unit which has resulted in positive action being taken against organised criminals travelling across force boundaries. Criminal networks affecting the local community are identified through financial and human intelligence and the quarterly meetings with ACU-based crime managers.
- CT is included within both the force and local control strategies with close liaison with vulnerable military targets and economic key points. A CT unit is supported through extraordinary funding from ACPO (TAM). It operates a system for CT tasking aligned to force tasking directed through the security review group. The force is proactive in its risk assessment process and secures external funding for dealing with potential threats from domestic extremist organisations.
- It is currently developing its response to regional CT tasking and the delivery of the National Rainbow Options. It regularly attends the regional intelligence cell (RIC) tasking and co-ordinating meeting and has recently undertaken joint operations with other forces on covert human intelligence source (CHIS) development and domestic extremism and has contributed staff to both the RIC and the regional surveillance unit.
- SPI 5b – violent crime per 1,000 population has reduced over the year 2005 with significant reductions over the three months January to March 2006 and is above the MSF average for reduction performance.
- The force performance in respect of trafficking in controlled drugs is above the MSF average with a significant increase in the period January to March 2006.

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- Performance in respect of the percentage detected of trafficking in controlled drugs offences is above the MSF average.
- Number of Class A drug supply offences brought to justice per 10,000 population is above the MSF average.

Work in Progress

- The recent review of serious and organised crime plans identified the lack of impact and results assessment in relation to level 2 operations. The approved business case has identified additional resources, which will be in place by July 2006 to meet the requirement that all level 2 operations managed by the organised crime unit are the subject of an impact assessment conducted by an intelligence analyst.
- The detective sergeant FIB, together with two members of the organised crime unit, will undertake training in witness protection. These officers will provide the immediate response for advice and assistance to critical incidents within force boundaries.

Areas for Improvement

- The force has expanded the organised crime unit following a review of capacity. The unit will include a dedicated covert operations team to develop undercover and test purchase operations, together with appropriate support in technical support areas like telecommunications and technical attacks. These arrangements should enhance available opportunities at level 2 tasking and co-ordinating however, the force should consider the impact on the skills levels to tackle level 1 crime.
- The force has developed links with adjoining forces in relation to level 2 covert operations, supplying level 2 test purchase officers to other forces and receiving support for test purchase operations conducted within North Yorkshire. The targeting system is capable of developing level 2 operations both through in-force collaboration and also through cross-border operations with other forces. The force would benefit from more frequent collaboration arrangements through regional tasking and co-ordinating meetings.
- Dedicated units undertake financial investigation and computer-related crime. In January 2006, a specific strategy relating to asset recovery and financial investigation was approved. Delivery of this strategy is overseen as part of the DCC's quarterly audit and inspection process. The force is expanding this area of work and would benefit from more proactivity in raising awareness and ensuring that opportunities are fully utilised in all investigations and a positive return on investment.
- Liaison with HM Revenue and Customs needs to be put on a more formal basis.
- There is a need to develop mapping of level 1 networks alongside the development of the next steps of NHP being implemented from April 2006.

3C Volume Crime Investigation

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
3	20	16	4

Contextual Factors

The detection rate for all crime is 35%. The force has made improvements in its overall detection rate during 2005/06 and this trend will continue into 2006/07. There is a strong structure in place for performance management, which is monitored frequently in various management meetings.

Revised policies and strategies have been introduced to provide a focused approach on performance of crime investigations and to support operational staff. New initiatives, such as increasing awareness of asset recovery, have been introduced to improve quality of crime investigations.

The introduction of CMUs to assess and evaluate the solvability of all volume crime will enhance the high detection rates currently in place. From 1 April 2006 these have enhanced capacity in the form of BIUs.

Strengths

- The DCC is the chief officer lead for performance monitoring volume crime issues and conducts quarterly performance inspections of ACUs and HQ departments. All chief officers attend fortnightly cabinet chaired by the Chief Constable. Performance levels in respect of key crime groups are a standing agenda.
- The control strategy provides the basis for tackling crime and the prioritisation of ACU activity. It takes into account the views of partners, the community and Home Office guidance. Priorities contained within the strategy are reviewed every six months through the strategic assessment process. It also forms the basis of the ACU control strategies (reviewed quarterly), crime recording policy and crime scene attendance policy.
- NCRS and crime investigative standards are woven into daily routines. The CRU and the CMUs drive activity in these standards. Fortnightly CMU development group meetings are chaired by the detective chief inspector (SS) to ensure consistency and corporacy.
- The ACC (SS) has responsibility for the provision of specialist support and chairs monthly crime business area meetings where strategic issues relating to forensic management and other specialist support are discussed. Tactical provision of

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specialist support to ACUs is managed through the tasking process. As more specialist units are developed, the force should consider the impact on the performance of volume crime and the levels of skills available.

- Performance in crime areas is monitored on a daily basis via the daily dashboard, which is available force-wide on the intranet. This performance is then discussed at DMMs. In addition, performance review meetings discuss issues and future developments highlight areas of good or poor performance and share best practice.
- Fortnightly force tasking meetings identify current priorities aligned with control strategies and resources are allocated accordingly from both HQ and ACU staff. Plan owners are appointed to develop the appropriate investigative response including the use of 'trigger plans'. Updates are required for the next tasking meeting and compliance with this requirement is closely monitored by the tasking group.
- A criminal asset investigation unit is based at HQ. The unit is dedicated to asset recovery investigations and has current performance targets relating to numbers of confiscation orders and cash achieved. New powers have been exercised resulting in a number of persons being charged with money laundering offences. To raise awareness of the unit and communicate the relevant legislation, training is given to all probationers. There are a further six financial investigators based on ACUs and two in the organised crime unit.
- A dedicated ANPR team, comprising six intercept officers, works with a Spectrum van. The team has made 370 arrests and more than £545,000 worth of stolen property and drugs has been recovered in the last year. The unit is mainly tasked through tasking and coordinating meetings. In addition nine 'in-car fits' are fitted to roads policing group (RPG) and FSU vehicles. These are used on a daily basis by RPG and FSU staff as an aid to their patrol capability.
- Detective chief inspectors manage and oversee CMUs on each ACU. The CMUs are based upon ACPO's nationally recommended best practice. Each has a crime desk within the unit and is supervised by a detective sergeant ensuring that minimum standards of investigation are carried out and that the solvability test has been applied prior to finalisation. The CMU terms of reference include quality assurance (QA) and auditing guidance.
- Effective crime recording processes are in place and the force is rated in the top eight performing forces nationally.
- SPI 6a – the number of offences brought to justice has increased during 2005 by 3%.
- The percentage detected of domestic burglaries has increased during 2005/06 and is higher than the MSF average.
- The percentage detected of violent crime has reduced slightly in 2005/06 but is significantly higher than the MSF average.
- The percentage detected of robberies has remained static during 2005/06 and is higher than the MSF average.

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- The percentage of total crime detected has remained static during 2005/06 but remains significantly higher than the MSF average.
- The percentage of racially or religiously aggravated offences detected has remained static during 2005/06 and is significantly higher than the MSF.

Work in Progress

- The development of the BIUs from the CMUs is ongoing.

Areas for Improvement

- In April 2006 the force will go live with fixed sites covering the A1(M), A64 and A19; further sites in the City of York are being developed. The ANPR strategy is being reviewed for 2005–08; further fixed sites and the integration of ANPR with existing CCTV systems are to be developed during that period. The force should ensure that appropriate resources are deployed within the force area to respond to ANPR hits from these sites.
- CPUs introduced into the force in April are still evolving. In order to maintain corporacy in service delivery the force should ensure that there are appropriate skills within each of the units and that standard operating procedures are agreed. This will ensure that external agencies who often cross ACU boundaries receive the same service throughout the force area.
- There was some evidence of departments working in silos and not being integrated as part of NHP. A large proportion of criminal investigation department (CID) officers' time is being used to deal with prisoners in the cells and restricting opportunities for a more proactive approach to tackling volume crime investigation.
- Detective superintendent crime and community safety in the SSD is the lead on investigative standards and force champion for investigative interviewing. There is an identified lead detective superintendent who has the portfolio for implementing and developing PIP.
- Detection rates for non-domestic burglary and vehicle crime can be improved when compared with the current targets – problem-solving plans are in place.
- The force should ensure the development of sanctioned detections by reviewing administrative detections such as CDtoP.
- The detection rate for vehicle crime has increased slightly during 2005/06; however, it remains slightly lower than the MSF average.
- The percentage of notifiable offences resulting in sanction detection has reduced slightly in comparison with 2004/05 and is below the MSF average.

3D Improving Forensic Performance

Grade	Direction of Travel
Fair	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
3	16	21	3

Contextual Factors

Forensic services have made significant improvements by formalising and developing internal processes and procedures to identify efficiency and performance gains. Information is openly shared from forensic awareness to forensic performance and issues/non-compliance addressed corporately.

New policies have been introduced to provide a focused scientific approach to crime investigation and support operational officers in NIM initiatives. Development of new services forms a key element of the force’s future development embracing new business and integrating it into core business. Forensic services are committed to moving forwards towards being totally intelligence led and performance focused.

Strengths

- The lead chief officer for forensic management is the ACC (SS) who chairs quarterly scientific support meetings with the scientific support manager (SSM), Detective Chief Superintendent (SSD) and the forensic science service.
- Recent investment in the department has provided a forensic submissions officer and further growth will support a new post of senior forensic technician (footwear) in line with ACPO view on footwear. The upgrading of the SSM to a senior level has lead to the recruitment of a forensic expert into the post.
- The SSM attends tasking and co-ordination meetings to support emphasis on forensic services. Changes to forensic procedures/policies are discussed and delivered through the crime business area which acts as a steering group for forensic services.
- The need for a robust forensic management strategy has been addressed by the SSM in line with Under the Microscope recommendations. Policies have been introduced to ensure there is a scientifically focused policing strategy.
- The costs and benefits of forensic support services are understood and managed effectively. Internally procedures have been put into place to streamline processes and provide efficiency gains. Adopting ACPO DNA good practice has effectively cut non-relevant sampling, and internal monitoring of DNA crime sample submissions has been introduced to enable targeted submission of samples. Fingerprint ident

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and DNA matches are shared on a restricted access database that will form the basis for performance data on turnaround. The footwear database currently under development will integrate into this system allowing measurements of performance in footwear for 2006/07.

- Measures have been put in place to look at the effectiveness of forensic services bought by the force in relation to best value. In addition, utilising a strict spend monitor and rejecting unsuitable submissions releases additional funding to support additional testing in support of NIM. Budgets are constantly monitored and opportunities to redistribute funding to proactively help crime resolution are being sought.
- Police and Criminal Evidence Act DNA sampling accords with ACPO DNA guidance. DNA submissions are strictly monitored and non-compliance is recorded and sent directly to the investigating officer and the chief inspector (AoJ). Monthly data sheets are collated and sent to each ACU and chief inspector (AoJ) to identifying officer non-compliance. Procedures have been developed around sample processing to reduce duplication rates and increase the throughput of samples within the unit.
- CSIs are centrally managed but are deployed on ACUs and attend briefings when required to give advice and to update on crime trends and where forensic samples may assist in detecting the offences. For high-profile crime, the SSM is available for case conferences on forensic strategy. Low copy number/specialist DNA requests are channelled through the SSM to ensure the maximum potential can be realised. The SSM or deputy also attends tasking and co-ordination to provide a forensic input into the decision-making process.
- Service level agreements exist between the force and suppliers as part of a tri-partite agreement to provide an enhanced service in relation to sexual offences.
- Procedures and processes are in place to monitor staff skills and abilities. This information is provided monthly to senior CSIs where performance issues can be identified. An internal competency testing programme is being developed to complement national training programmes. Performance monitoring has been defined with key performance indicators that will form a significant measure for senior CSIs for 2006/07.
- Staff performance measures across all aspects of their work have been introduced and key performance indicators have been set for CSIs/senior CSIs for 2006/07.

Work in Progress

- Guidance has been given on footwear issues to custody officers and the footwear database has been brought in-house and systems put into place to deal with the change in legislation. Procedures are being developed around footwear that fully meet the force requirement. Growth of staff in this area has been agreed so that the force can develop new business around footwear identifications. Software is being developed to bring a visual aspect to footwear database to operational officers. A footwear policy is to be completed.
- Attendance at fortnightly force tasking and co-ordinating chaired by the crime commander has become a key performance indicator for CSI managers and

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nominated deputies which aims to support operational policing initiatives within ACUs.

- Awareness training is delivered at various levels to officers including staff development days and input to CID. In addition e-training is available on the scientific support sub-site. This training focuses on scene preservation/forensic recovery and the contextual value of forensic evidence. This links directly to the CSI attendance policy and key forensic questions built into the command and control platform. The completed assessment is returned to the officer and supervisor including feedback on any key areas for learning and should be assessed through the PDR system.
- Scene attendance criteria has been re-assessed and aligned through the new command and control system. E-learning for first officers has been developed and implemented with assessment by a forensic expert to teach basic scene principles around scene preservation and contextual assessment of forensic evidence as a proactive support for NIM level 1 initiatives. Further cross-fertilisation between scientific services and operational officers is required.

Areas for Improvement

- Forensic performance measured through iQuanta is showing improvements in crime scene attendance which is above the MSF average. Although the force is not collecting as many samples at scenes, the identifications obtained are above the MSF. However, these results are not being converted into the numbers of primary detections in comparison with MSF.
- The present situation for deployments is that the force utilises both equipment and manpower from the National Crime Squad technical support unit (TSU) for complex covert operations as there is insufficient equipment and personnel to cope with all demands. The development of an independent and resilient TSU and imaging departments would enhance the force capability.
- The refinement of internal procedures needs to be completed.

3E Criminal Justice Processes

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	15	27	1

Contextual Factors

The North Yorkshire Criminal Justice Board is, generally, delivering a strong performance and the force is playing a full and active part in taking forward its service to the local communities.

There is a significant challenge and opportunity for the force with the introduction of the Niche record management system product and the linking with the other criminal justice agencies through the criminal justice exchange. The AoJ department, through the work of the business and the strong project team within ^{NYP}Forward, is well placed to deliver the benefits envisaged having taken leads at county/city and national levels.

There are units working within the criminal justice sector that have attracted national recognition for high levels of performance and service, eg witness care.

Strengths

- The ACC (TP) leads on criminal justice matters and is chairman of the Police National Computer (PNC) steering group and the firearms consultative committee. He leads this business area within the Police Authority criminal justice thematic group.
- There is a strong focus on criminal justice through the Chief Constable, as chair of the NY LCJB, and the ACC (TP) as the lead for criminal justice.
- There is now more analysis of data to identify where blockages are. At SMT meetings middle and first-line managers are invited to discuss performance issues. As a consequence of the performance regime there has been an improvement in the performance of the CPS regarding the submission of data.
- The AoJ department and the LCJB support team provide a strong and active lead and are proactive in leading change. Additionally, the involvement and responsibility for criminal justice has throughout this last year permeated through the ACU management teams with the development of the criminal justice area groups and latterly the local delivery groups.
- The AoJ has clear lines of responsibility that are joined up by the SMT and developed further through the joint SMT with the CPS.

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- The AoJ and prosecution team performance reports are analysed each month and annotated prior to circulation. Questions concentrate on dips and peaks in performance. The SMT discusses the report once a month. There is a clear and robust audit trail and the ability to give feedback to staff. Further, performance information is scrutinised by the ACC (TP), the Police Authority criminal justice thematic group and the DCC's internal inspection.
- The No Witness No Justice project has successfully improved support for witnesses leading to the recognition nationally for their provision in respect of victim care. Established links with victim support have recently been enhanced with IT allowing more direct and speedy referral. Performance in respect of witness attendance rates has improved from a baseline of 52% prior to implementation, reaching a high in January of 93%. The new process has increased referral rate from 17% to 50%.
- The AoJ senior managers are active at both regional and national level in ensuring the best possible placement for issues regarding criminal justice. Superintendent head of AoJ is the chair of the national NICHE change management group.
- Successful joint operations Payback and Turn-up have assisted with one of the lowest rates of outstanding 'fail to appear' warrants and one of the highest rates of fine enforcements in the country. As a result of operation Turn-up, the force reduced its outstanding warrants by 36%, 144 warrants remained at the end of March 2005, the lowest number at that time in the country.
- The ACC (TP) is engaged in a joint police/probation implementation of a version of the Lancashire Tower project in North Yorkshire to deal on a multi-agency basis with those released from imprisonment (known locally as the Spotlight project). Both the probation service and the police have committed to providing a multi-agency team to be based in a probation office in each ACU. This is seen as the best way to deliver their statutory requirement to this priority offender group.
- Case progression managers were implemented in the summer of 2005 and have taken work from operational sergeants under the volume crime model. They continue to improve standards by providing guidance to officers. An investigation checklist and handover report template have been produced, introduced with the purpose of raising investigative standards, providing staff with clear guidance as to effective investigation and providing full information for the handover of detainees to the case building unit (CBU) for them to investigate and complete the prosecution file.
- Penalty notices for disorder (PNDs) are used within the custody environment. Since January 2005 1,883 PNDs have been issued. With the exception of theft and damage, all police officers and PCSOs can issue PNDs for all offences on the streets. The PND policy is under monthly review due to the frequency of nationally directed changes and extensions to the scheme.
- The force has four examination suites, which comprise special facilities for the reception and interview of victims of rape and serious sexual assault. There are approximately 68 trained sexual offence liaison officers to deal with victims of rape and sexual offences. A senior force medical examiner (FME) has been appointed to oversee a rota and best practice guidance for providing a focused service for victims of sexual offences. The senior FMEs oversee clinical practice issues.

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- A cadre of trained FLOs is available for relevant incidents. The FLO co-ordinator ensures that FLOs are adequately trained and deployed taking account of welfare issues and high standards of service to victims.
- The ACC (TP) chairs the PNC steering group. The force has one of the most consistent PNC units in the country when considering the two statutory indicators and crime recording bureau (CRB) results. The PNC unit relies on the Equis computer link with the magistrates' courts to achieve consistently high levels of performance. A variety of marketing strategies has been implemented by the PNC liaison team and has prompted a steady increase in awareness of PNC systems. This includes an irregular informal publication called *PNC Check!*
- The DCC chairs the Bichard Gold meetings, which have been the vehicle for driving all reviews and changes required from the Bichard review.
- The force operates centralised custody centres but makes advantageous use of smaller non-designated stations due to the particular geography of the force.
- SPI 6a – number of offences brought to justice has increased during 2005/06.

Work in Progress

- The AoJ is a large, multi-functioning department and has identified scope to be more joined up with the ACUs. The action plan developed will only enhance the work of the NHPTs currently being developed.
- The CBU, though acknowledged as a model of good practice having met the initial business case intentions, is now sufficiently mature to move towards a more focused approach driving up investigative standards. CBU staff work towards National Vocational Qualifications level 3 investigator as part of their development plan.
- In early 2006, chief officers elected to reinvigorate and place a greater onus upon ACU-based groups as the vehicle for delivery. These will be known as area delivery groups (ADGs) from 1 April 2006. These groups comprise key practitioners who understand local drivers, control local resource allocation and can implement solutions on the ground.
- Initial assessment has been made against safer detention and handling. Currently, the force is considering the information-sharing protocol produced by NCPE and about to do a gap analysis. Custody standards are already in place for some of the recommendations. The chief inspector (AoJ) is the chair of the regional custody forum and also sits on the national working group for PNDs.
- The AoJ department has recently reviewed the performance of the criminal justice processes and began benchmarking performance with the West Yorkshire criminal justice department. In addition, an internal inspection by the DCC has been carried out and an action plan developed and implemented.
- The introduction of the Nichecase and custody system in March 2006 will bring in a number of benefits for operational officers, including an electronic phoenix form and digital signatures. This will enable a complete electronic custody record and digital

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photographs of detained persons to be produced. These measures should assist in improving data quality and the quality of intelligence. Benefits will be captured as from the 'go live' date but will not be fully effective until the crime and intelligence elements of Niche are introduced in November 2006.

- Further work is under way to develop the role of the police officers in the youth offending team (YOT) to integrate at the NHPT level to help reduce the inefficiencies inherent in the North Yorkshire YOT, due to the large geographic area involved and the limited staffing capability. At this time as much as 50% of the seconded officers' time is spent traveling to appointments. Consideration should be given to some of this work being undertaken at NHPT level.

Areas for Improvement

- The AoJ has a number of areas under development resourced by staff who are taking on new skills. Opportunities should be maximised to work with other partners and agencies in enhancing shared working practices, training opportunities and avoiding duplicity where possible.
- The introduction in March 2006 of the Niche custody and case system will be a challenge to the administrative support units, custody, VIP and the PNC unit and has the potential to destabilise current high performance. However, when established and linked with the criminal justice extranet this has the potential for further improvements and efficiencies within the force and for the entire CJS in North Yorkshire and the City of York.
- The target for raising confidence and public satisfaction in the CJS is still to be achieved and is at odds with the high performance in relation to other targets.
- Since the last baseline assessment, the force has done much work on the co-location of the CPS with the final co-location phase being completed in July. The force is progressing CPS accountability and performance. CPS use Compass for managing performance and the data is dependent upon the CPS lawyers' use of the MG3 forms to correctly identify case outcomes, in particular the reason for discontinuance. Without that information it is difficult to identify where the problem is in the process. Previously, in 70% of cases that were discontinued, the CPS did not give a reason.
- There were issues regarding officers approaching and discussing cases with the CPS who were not prepared for the questions asked. Those who regularly discuss cases with the CPS appear to have a better success rate and less discontinuance. The force should introduce some monitoring mechanism to capture this information in liaison with the CPS.
- Policy should be developed with the CPS for them to positively look at hate crime files. Discontinuance of the cases is impacting on public confidence of the police service. The presumption from the public is that the police are at fault, which impacts on public confidence.
- The NY criminal justice board area performs to a high standard compared with national averages. For example, the target for offenders brought to justice for 2005/06 is 13,778. Force performance measure suggests 12,444 have been achieved for April–January. The arrest to sentence target for persistent young

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offenders is 71 days at October 2005 – the force average was 54 days. The majority of significant local targets are being achieved or exceeded. However, actions to improve the public confidence measure from the BCS will form part of the ADG's delivery plans.

- NYP has a youth justice strategy that has recently been revised and approved. Behind the strategy is a draft youth policy and 50-point action plan that is compliant with ACPO youth strategy. Cognisance of this strategy should be made in the development of a safer schools partnership.
- It is intended that the three police officers seconded to the YOTs move towards the higher end intelligence and ISSP activity (intensive supervision and surveillance programme). However, this requires capacity to be provided elsewhere to fill the vacuum created by the changed emphasis of the police seconded officer. This matter is currently the subject of negotiation between the YOT managers and senior managers in the SSD.
- SPI 6a – the number of sanction detections has reduced during 2005/06 and the force is below the MSF average.

GOOD PRACTICE

TITLE: Victim and Witness Care developments

PROBLEM: Progress in victim and witness care in North Yorkshire over the past 12 months has placed NYP and its partner agencies on the map.

SOLUTION: As winners of the Justice Award in November 2005, for 'outstanding achievement in caring for victims and witnesses' the Victim and Witness Information Partnership (VIP), established under the remit of the "No Witness No Justice Programme", gained national recognition.

Formed in March 2005 by NYP, Crown Prosecution Service and Victim Support, the Partnership has already seen satisfaction levels in the criminal justice system increase with rising court attendance rates from 50 % in September 2005 to 97% in February 2006.

Centrally based in purpose built Prosecution Team accommodation, after only 3 months the team had met 13 out of 14 minimum requirements when they were only required to meet 6. An early inspectorate review of the unit identified 7 areas of best practice and declared it the 'best in the country by a margin' and a 'shining star'.

Areas of best practice identified were:

NYP's IT system with court interface

Strong links between the team, Victim Support and Witness Service

Court co-operation for resulting services.

Extended Police Staff shift working to meet the needs of the customer.

Full needs assessments in designated cases before a plea is entered.

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Joint agency training ensuring high skill levels of staff and effective processes.

Weekly team meetings with good communication.

Strong process development laid solid foundations for future developments in victim and witness care. The VIP exceed Witness Care Unit requirements under the Code of Practice for Victims of Crime, and early indications show they are also compliant with the Witness Charter due in April 2007.

With processes being bench marked for national purposes, and accommodating visits from judiciary and police from Croatia and Oslo the team have also gained international recognition.

The team have made an additional 500 referrals to Victim Support and the purpose built accommodation has provided a dedicated interview room where Victim Support and the Crown Prosecution Service can receive victims and witnesses who require additional support.

Feedback received has demonstrated that witness experience with the VIP is a positive one. A customer survey to capture this is being developed to build on previous community engagement.

WAVES data measuring victims and witnesses experience in the criminal justice system has also placed North Yorkshire above the national average for overall satisfaction.

NYP and the VIP continue to build on services to improve public confidence and are working closely with Victim Support who are currently restructuring to form a centralised Victim Care Unit, located in close proximity to the VIP to further enhance co-ordination of victim and witness care.

The automated Victim Support referral system in NYP has recently been improved to provide a better service and performance data such as the identification of repeat victims.

OUTCOME(S): Police employed Prosecution Team Case Progression Officers from November 2005 has placed increased focus on witness care. Under the effective trial management programme they work with our partners to ensure special measures applications are made to the court where vulnerable and intimidated witnesses have been identified and effectively co-ordinate trials.

Considerable success in this area for NYP will inform future development of victim and witness care to provide a seamless service from point of report to point of finalisation.

FORCE CONTACT: Leanne McConnell 01904 731879

4 Promoting Safety (Domain 3)

4A Reducing Anti-Social Behaviour (ASB)

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	8	35	0

Contextual Factors

ASB is an integral part of the force philosophy; considerable research has been completed to embed its principles to improve quality of life within communities. The structures are now in place, from a strategic level through to operational delivery, and delivery through effective and collaborative partnership working. What is clear is that at the practitioner level, the rate of development has met the challenges presented by ASB. This rate of improvement has seen a wide variety of accepted and innovative tactical options deployed and, through the process of this assessment, a requirement has been identified for further development at both strategic and tactical levels to support the current levels of operational activity.

The force is well placed for the forthcoming year to make further progress due to enhancements being made to NHP service provision, the embedding of the Licensing Policy and the adoption of the ASB elements of the draft youth strategy, which will improve further current top quartile performance in the MSF.

Strengths

- The ACC (TP) is the champion for ASB and the ACC (SS) is the champion for partnerships. All ACU control strategies, CDRPs and local authorities have ASB identified as a priority. ACU commanders sit on local strategic partnerships and CDRPs. Strategies at a district level have been developed in collaboration with partners through analysis of joint agency information and the assistance of a partnership analyst. The force is working effectively with partners in addressing ASB.
- Incidents of ASB are tasked through the NIM process at both daily and fortnightly meetings. Recurrent ASB incidents identified through the NIM process are assessed for the most appropriate lead agency. These are subject to regular review at fortnightly tasking meetings where activity, actions, tactics and philosophies are both shared and challenged by police and partners.
- A full range of interventions is employed from informal visits through to ASBOs and parenting orders. Significant numbers of vehicles have been seized under Section 59 of the Police Reform Act 2002. The force has expanded this to uninsured vehicles and unlicensed drivers, increasing the number of vehicles seized.

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- All ASBOs and Criminal ASBOs are recorded on force systems and PNC, with Police National Computer Bureau holding full details of each order. Officers can access systems and data.
- Clear areas of good practice exist and the front-line activity is effective and timely.
- The force and partners have robust and effective structures for providing strategic direction, tasking and co-ordination and the collation and analysis of intelligence and outcomes at county through to district level and neighbourhoods.
- ASB requiring a tailored provision has seen the range of partners being engaged in providing diversionary interventions expanded to include North Yorkshire Scouts, the fire service and the military.
- The provision for youth is undergoing a huge improvement throughout North Yorkshire and the City of York with the establishment of youth justice board grant funded Youth Inclusion Support Panels projects and more opportunities are becoming available as an outcome of involvement in the children and young persons plan for North Yorkshire.
- Multi-agency information is analysed and the outcomes mapped with each contributor's data being layered over partner data to produce a detailed holistic assessment. All this data is collated and fed into the NIM tasking process and agreed action and targets are formulated. The NHPT implementation programme identifies the formation of key individual networks within communities to address issues including ASB.
- SPI 10a – BCS fear of crime, (percentage levels of worry about vehicle crime) is slightly below the MSF average. Criminal damage per 1,000 population has seen reductions over 2005/06 and has performed above the MSF average.

Work in Progress

- A joint enforcement protocol for ASB has been drafted that, when adopted, will standardise enforcement practices across North Yorkshire and the City of York. An information-sharing protocol to accompany this initiative has been drafted but is on hold pending an evaluation of compliance with the management of police information codes of practice.
- PCSOs have attended Together action days, received the full inputs and have cascaded this to other NHPT members. Following the reconfiguration of NHPTs and the extension of PCSO powers, further training has been implemented and the NHP implementation plan identifies further training to address the proposed youth strategy and the current licensing policy.
- Work has progressed in relation to preparing the force for the victim code that became statutory on 1 April 2006, catering for pre-charge witnesses and victims. The force is compliant and performance management is in place through dip sampling. A more comprehensive performance regime is being developed through the Niche implementation later this year.

Areas for Improvement

- The full range of principles, procedure and tactical options from the Together campaign is deployed and exploited through effective partnership working ensuring that the responsible authorities within CDRPs play a full and active part in tackling ASB. This is an area that should be measured.
- The force should progress the developments under the NHP implementation plan for 2006/07 for the location-based recording of community intelligence that can be collated and analysed by organisational code.
- The force should further develop a balanced partnership protocol in respect of publicising actions to tackle ASB that takes account of the needs of communities and the rights of individuals.
- SPI 10a – BCS fear of crime (percentage very worried about burglary) is above the MSF average; BCS fear of crime (percentage with high level worry about violent crime) is higher than the MSF average.

4B Protecting Vulnerable People

Grade	Direction of Travel
Fair	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
8	32	3	0

National Position

This framework replaces two frameworks used in 2005 – Reducing and Investigating Hate Crime, and Crimes against Vulnerable Victims – which covered hate crimes (predominantly racially motivated), domestic violence and child protection. Following consultation with practitioners and ACPO leads, a single framework was introduced for 2006 with four components: domestic violence; child protection; the management of dangerous and sex offenders; and vulnerable missing persons. Hate crime is captured in framework 1A. It is therefore inappropriate to compare this framework with last year’s results; the direction of travel reflects HMIC’s judgements about changes in domestic violence and child protection, and the work that forces could evidence in the other two areas, for example that they had improved their structures, processes and resources.

The four areas are discrete but share a common theme – they deal with vulnerable victims where there is a high risk that an incident can quickly become critical, and where a poor police response is both life threatening and poses severe reputational risks for the force. For this reason, the grade is an overall grade capped at the level of the weakest area of performance. Aggregating four components to a Fair grade – which is defined as being an acceptable level of service – when HMIC (and in many cases forces themselves) recognises that at least one area merits a Poor would be unsafe.

Contextual Factors

The force has several specialist departments in place to support and manage vulnerable persons, eg child abuse investigation team (CAIT), public protection unit (PPU) and domestic violence co-ordinators. The newly created joint police/probation PPU in January 2006 and the introduction of CPUs in all ACUs in May 2006 will further enhance the services in these areas. The continuing development of specialist units and support to operational staff will provide effective links between closely related disciplines.

New policies and strategies have been introduced to provide a focused approach on performance of crime investigations and to support operational staff.

Strengths

- The ACC (SS) is the chief officer lead and policy holder for child abuse investigations. He provides an active, strategic lead as a member of the children’s strategic board, and chairs the steering groups of the area child protection committee in relation to specific serious and complex investigations.

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- The child protection policy clearly sets out procedures for the reporting of, responding to and investigation of child abuse, together with the roles and responsibility of the police and partner agencies and joint working arrangements. The policy is communicated to all staff via the policies and procedures intranet sub-site. The child protection policy is applied consistently across the CAITs and performance/adherence is reviewed at the bimonthly performance meetings with CAIT managers. Here corporate issues and current cases are addressed and good practice and responsibilities are identified.
- There are four CAITs in the SSD; each is line managed by a detective sergeant. The DI SSD manages and supervises the CAITs from the centre with clear links with the detective chief superintendent head of SSD and the ACC (SS). A monthly performance management framework exists within child protection with monthly statistics submitted and reviewed quarterly by senior managers in SSD to identify trends, performance and gaps in service.
- All staff within the CAITs have up-to-date and accurate job descriptions and PDRs. An informal review, by the detective chief inspector SSD, took place in 2005 to assess workloads, numbers of CAITs and the number of staff in the CAITs required to meet demand and ensure resilience. The number of staff in the CAITs is also determined by workload and the review acknowledged that while there was evidence to suggest that not all four units were working at full capacity; it did identify the required resilience within the units to enable them to function during periods of absence through protracted and complicated enquiries.
- The staff development service department (SDSD) has a recognised portfolio holder for child abuse ABEG training and other vulnerable areas. Training is delivered in accordance with *NCOPE Guidance – Investigating Child Abuse* and the Centrex modules. All operational officers, up to inspector rank, have received child protection training during 2005. In addition to this, CAIT officers provide input on training of child protection issues to stage 6 probationer officers.
- Investigations are subject to joint agency review, scrutiny and direction. The detective chief inspector child protection meets fortnightly with CMUs and the CRB to identify best practice and ensure compliance with NCRS and Home Office Counting Rules (HOCR). Dip sampling of interviews forms part of the performance monitoring and staff PDR processes. There are investigative timescales as part of the investigative standards aides memoire.
- Performance is reviewed quarterly by the detective chief superintendent head of SSD and by the line manager (inspector). PIs are collated monthly. All case rationale and decision logs are kept on the case and tracking system database and are subject to review by the DI SSD. This DI SSD is SIO trained and takes a lead in the investigation of serious cases.
- Details of the checks, which should be made on receipt of information relating to potential child abuse, are documented within the child protection policy. Two SPOCs have been trained within the force records PNCB and they provide the link to the national nominal database IMPACT nominal index (INI). All CAIT staff have access to INI through the SPOCs.

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- A review of all processes affected by the national recommendations of the Bichard enquiry has taken place. This resulted in a series of actions that were progressed through a Bichard Gold group, chaired by the DCC. The work was broadly grouped around three headings: PNC, vetting and intelligence management, all of which have seen improvements. Cleansing of past systems was undertaken to ensure all suspected offenders in relation to children or sexual offences, whether convicted or suspected, were captured and cross-referenced on to intelligence systems.
- The ACC (SS) is the chief officer lead and policy holder for domestic violence investigations. The ACC (TP) supports this through daily scrutiny on performance via the daily dashboard and Gold meetings.
- All domestic violence incidents are reviewed at the DMMs on ACUs using debrief sheets and a copy of the general incident to ensure that domestic violence incidents have been dealt with in accordance with policy.
- The force is an active member of the North Yorkshire domestic abuse forum involving other partners and representatives of each of the main agencies and professionals responsible for helping to protect individuals within North Yorkshire. Following the executive level lead, the ACUs have set up multi-agency domestic violence forums with key partners, to cover multi-operational requirements and joint training events where applicable.
- Supervisors are informed of every domestic violence incident and have been provided with a laminated 19-point checklist to ensure that domestic violence incidences receive the appropriate response and are dealt with effectively. Compliance with NCRS is monitored through supervision of response officers, through the CRU and the daily monitoring of Form 174 in the BIU on ACUs.
- Domestic violence crimes are subject to the CPS pre-charge advice where the risk assessment checklist (Making Safe) forms part of the information given to the CPS. Cases of domestic violence involving a serious assault are dealt with by CID to ensure the appropriate investigative response. Disposal of domestic violence crimes are monitored through the ACU CMUs to ensure compliance with HOCR.
- Intelligence submissions are a key performance indicator for staff and the CATS prompts investigators for intelligence submissions.
- There is a clear missing person policy, which has been reviewed in line with NCPE codes and published on the intranet. The policy sets out minimum standards of investigation from the initial call taker and from the investigation officer, and the need for the enquiry to be regularly risk assessed as well as defining ownership of investigations down to local level. Accountability is defined at supervisory levels to monitor investigations and review risk factors at regular intervals; this is outlined in the policy and by easy-to-follow flowcharts. The process on missing persons has been enhanced by the introduction of an audit and inspection regime attached to the policy to ensure compliance is monitored locally and at force levels.
- All missing persons are reviewed at the DMM to ensure the appropriate level of investigation. Resourcing of the enquiry is reviewed and it is supported by senior management. All missing person investigations are circulated daily. In line with NCPE, all MFH are reviewed by an SIO. SDSA has undertaken a programme for training on MFH, in line with national policy.

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- Multi-agency public protection arrangements (MAPPA) in North Yorkshire are overseen by the strategic management board currently chaired by the chief officer for probation. The chair of this board rotates yearly between the responsible authorities – the ACC (SS) chaired for 2005.
- In 2005 MAPPA working practices were reviewed by an independent audit team who identified good practice – now recommended as national practice – (case audits at level 3 and level 2 and multi-agency serious case reviews).
- A review of Bichard recommendations was undertaken of force systems to ensure intelligence and cross-references are captured. It is subject of a favourable external audit report regarding the effective inter-agency management of MAPPA cases.
- All level 3 MAPPA cases are dealt with by the detective sergeant public protection and all cases are flagged on the intelligence system as very high risk MAPPA cases and request all contact/information to the PPU. All registered sex offenders (RSOs) are flagged on intelligence systems to the PPU office. PPU officers are responsible for ensuring that intelligence held on the systems is input on ViSOR (Violent and Sex Offenders Register and vice versa).
- Policy and guidance is in place and clearly outlines the roles and responsibilities of the police and other agencies under MAPPA, following the Home Office MAPPA guidance. Attendance at MAPPA level 2 is by the ACU public protection officers and level 3 by the DI from ACUs and detective sergeant public protection SSD. All MAPPA meetings are concluded with a risk assessment which all agencies have an input into.
- All RSOs are subject to a PPU database monitoring visits, disclosures, breaches in legislation, social services referrals, risk status and identified current concerns. This management tool is subject to monthly audits to ensure compliance with minimum standards.
- The ACPO lead for missing persons is the ACC (SS). The policy for dealing with MFH has been subject to significant review due to new national codes and the implementation of the child rescue alert system. Communication of the changes in policy is through area missing person champions. There are minimum standards set at initial report and throughout the investigation with review periods by supervisors. All missing person investigations are incorporated within NIM and reviewed at DMMs.

Work in Progress

- Control room supervisors have training and access to CATS information. This will provide access to all investigating officers and will provide a clear audit trail of checks made.
- ACU-based CPUs will be established in May 2006 following NCPE guidance on domestic violence and a local review into current working practices. Their role will also be to manage missing person investigations and hate crime, and will ensure further information sharing between staff in closely related disciplines. The

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introduction of this unit will complement the work of CAITs and other investigations involving vulnerable persons.

- The public protection strategy is in place for 2006 onwards and encompasses MAPPA violent and sex offenders. The strategy includes ensuring compliance with recent HMIC recommendations.
- Development of links between related disciplines and compliance with NCPE guidelines are in the process of being introduced.

Areas for Improvement

- The current child protection policy is due for review as a result of the publication of *NCPE Guidance – Investigating Child Abuse*. It will also take account of the new child abuse strategy 2005–08 and overarching crime strategy. The current policy, which is still a working document, and the NCPE guidance is published and available on the intranet.
- CAITs are currently notified of children identified as at risk by ACU staff via the Form 174 or specific child in need referral forms. Future development is in hand to automate this process with the introduction of the Niche computer system (where 174s are automatically produced effectively when an incident thought to involve child abuse is completed). A review process must be introduced to ensure this takes place and appropriate action is taken as a result.
- All NHPT officers are trained to the nominated officer standard and refresher training has been delivered as part of staff training days. The nominated officers deal with safety planning for repeat victims and are responsible for implementing the response at level 2 and 3 to domestic violence. The force should review these arrangements with the introduction of the CPUs.
- There has been an increase in the number of reports of domestic violence incidents: 4,542 for the period 1.4.05 – 28.2.06, compared with 3,995 for 2004/05. The percentage of repeat victims is 46% against the national average of 45%. However, Central ACU is showing good signs of reducing this trend since the introduction of police domestic violence co-ordinators, and the percentage of repeat victims in York and Selby has reduced to 40% and 37% respectively.
- There are identified delays in domestic violence reports/occurrence forms being received in the CPU, up to five days in some instances. An electronic copy submitted by email would speed up the process.
- The force should consider the use of training days as a useful medium for raising awareness of the role of the CPU.
- There needs to be some guidance as to what the units will deliver and some standard operating procedures developed for the roles, as there is a danger that they will become multi-functional and their specialist skills and the areas that they should be concentrating on will become diluted between each role and activity.
- The force should closely monitor the workloads of public protection officers and the numbers of high risk sex offenders being supervised.

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- The command and control system provides drop-down prompts for call takers, and supervisors and investigators providing electronic updates to CAITs. These will support paper-based referral systems, where children who are identified at risk are referred to social services. Domestic violence incidents are checked against the child protection register and for children at risk. The force is keen to utilise the information systems department (ISD) to merge CATS and domestic violence data in line with national developments, which would add to the early identification of vulnerable persons. CAITs have access to all intelligence and incident recording databases.
- The force should consider access to ViSOR throughout the 24-hour period. Although FCR inspectors have received training, they do not have access to the system at present. This could prove problematic as the intelligence system often refers to information held on ViSOR.
- In January 2006 a newly created joint police/probation PPU, centrally based within SSD, was formed to ensure effective inter-agency management of MAPPA cases. Strategy, policy and guidance will be communicated to the whole organisation (including specialist and non-specialist roles) via the public protection sub-site. The force should ensure that this has been communicated effectively.
- A review of staffing levels within public protection has recommended the centralising of public protection, with lead supervision provided by the detective sergeant, rather than the ACU DIs. This will ensure the robust management of all sex offenders throughout the force area. This proposed centralisation of management will provide a structured approach to the supervision of all sex offenders and all MAPPA cases.
- The force should review the instances of repeat victimisation to ensure the force sets a high, but achievable, target of reducing this number to below the national average of 45%.

5 Providing Assistance (Domain 4)

5A Contact Management

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
1	18	20	4

Contextual Factors

There is strong leadership in relation to contact management evidenced by the ACC (SS) champion in this area. There continues to be significant organisational commitment to the ongoing development of PAU to support the communities of North Yorkshire, the City of York and ACU service delivery. This commitment has seen significant additional investment in this area of business in terms of technology and HR, which will be in excess of £3 million by the end of the financial year 2006/07.

The infrastructure and technology that support the contact management has recently been replaced and will allow the force to further develop in this area. Over the last two years, significant developments have been made in the call-handling function with new staff, technology and business processes and the continued development and investment in this area.

Customer focus and feedback are key areas, cold call back to callers is made to assess customer satisfaction and all victims of crime are contacted at the conclusion of the investigation to provide an update. There is a clear incident management and grading policy which is actively monitored, and has been supported by the introduction of National Standards for Incident Recording.

Strengths

- The chief officer champion is the ACC (SS). The PAU is managed by a superintendent and forms part of SSD lead by a detective chief superintendent support. A project to introduce new command and control systems, tetra radio, call management software and associated business change has commenced and will replace many of the computer systems within NYP. The programme board is chaired by the DCC overseeing an investment in excess of £3 million.
- A call-handling strategy 2005–08 is in place, which addresses demand management and customer needs. This will be updated and consulted on when national strategy (*First Contact* report) is published.
- Staff have been briefed on quality of service and national call-handling standards (NCHS). As part of PAU performance management these and other quality issues are examined on an ongoing basis. Each call handler has five calls per month

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monitored by a supervisor. Results are used in developing individual performance as well as feeding into the QA post holders who are focused on service improvement across the unit which includes updating callers as to progress and results. Feedback is given to individuals as part of PDR, and is also provided at the monthly management team meetings.

- The Police Authority is engaged in levels of performance being achieved within call handling through performance monitoring boards and thematic groups. They also receive and communicate feedback in their community engagement meetings.
- The head of public access receives daily updates on performance of non-emergency and emergency calls for service and secondary call handling. The post holder examines statistical data for crime recording and incident line call handling. This assists in quickly identifying any resourcing issues within the PAU.
- Diversity incidents are reported to the fortnightly tasking meeting and reviewed at the DMM at district level. The SSD diversity officer quality checks all diversity incorporating safer communities incidents. For the deaf and hard of hearing there is a 'type talk' facility within the incident management unit. Disabled parking, access and facilities are available in all designated police stations as well as HQ and the criminal justice trials unit.
- Resource management is managed by a dedicated team who work within the PAU. PAU has its own HR people partner who assists in the strategic development of the unit. Other HR functions are provided through the HR service centre. Current shift patterns schedule two training days every ten weeks.
- The force ensures compliance with the flexible working procedure in respect of all practices within PAU. PAU has 32 staff with flexible working arrangements (14%). Processes are in place to ensure equality issues are monitored and addressed. PAU has an authorised establishment of 31.5 police officer posts and 226.5 police staff posts.
- Standards are set for call handling that are in excess of the national standards. The force has consistently met or exceeded these targets (April 2005 to February 2006), which were 92% of 999 calls within ten seconds (80,000 calls received) and 85% of main public calls within 20 seconds (635,000 calls received). The force achieved 92% for 999 calls and 93% for main public.
- PAU maintains two QA posts, which focus on service improvement across the unit. Feedback from this work is given at the monthly management team meetings. These individuals also provide an analytical capability within the unit.
- An incident grading policy 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. A major incident response guide details roles and responsibilities with further information contained on the force intranet site on emergency planning. The FCR inspector is in charge of initial actions for all major/critical incidents.
- The force has one control room based on two sites; one can act as a fallback for the other. PAU has plans in place that maintain business continuity and assist in disaster recovery. These plans were tested in November 2005 with staff being transferred to

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the York site as a result of an electrical failure. Such an event has the potential to cause significant impact on performance.

- PAU has two IT support staff to maintain systems. They are supported by a wider ISD support function. PAU is very well supported in this area and the overall support structure has been amended to reflect this.

Work in Progress

- Initial work has been conducted to introduce the use of SMS text messaging and the wider use of email with members of the community. These will be introduced following the implementation of the command and control system in quarter 3 of 2006.
- Reports are provided through the corporate development department re the force position on NCHS. There are systems in place to ensure compliance once new technology is fully implemented.

Areas for Improvement

- The force has considered implementation of the national SNEN. The force has consulted with the local authorities and decided that due to the volume of work currently being undertaken in 2006, it would be unable to implement until 2007, but is supportive of it. Meetings have taken place with the local authority lead on this issue. The force should continue to review its position and assess the need for earlier introduction.
- The force does not currently have mobile data provision and this is an area where demands on the PAU could be reduced through technology, (eg officers conducting their own PNC checks).
- There is a need to review business processes and policies within the communications centre to ensure the new command and control system and associated structures best supports policing and PAU efficiency. In particular the management of 'appointment and other' incidents should be detached from immediate and priority incident management.
- The force should fully review the impact of 'disaster recovery' systems and ensure they are regularly tested. This should not be confined to the failure of IT systems but loss of HR and increased demand on systems.
- Incident management should be jointly owned by BCU supervisors and the PAU, rather than being left to the central facility to manage alone. Appropriate neighbourhood engagement opportunities should be exploited to remove unnecessary demands from these staff. Voicemail and Airwave technology offer considerable benefit in this respect but they are under-utilised at present.
- There is a need to consider scrutiny/audit of public engagement and incident management from a wider perspective than simply the PAU's role. The quarterly chief officer scrutiny is useful to the department but community engagement, staff deployment and operational working practices on BCUs need to be fully considered.

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- Further work is planned for customer satisfaction surveys to improve call-handling service delivery. This should include the performance of the PAU and the skills and knowledge of call handlers. The high numbers of agency staff used within the switchboard may have an adverse impact on corporate call-handling strategies.
- There is a need to review business processes and policies within the communications centre to ensure that the new command and control system and associated structures best support policing and PAU efficiency. In particular, the management of 'appointment and other' incidents should be detached from 'immediate and priority' incident management. Dedicated incident talk groups and NHPT talk groups could facilitate this change if this is appropriate for the force.
- Recent changes have allowed the force to meet service standards for secondary call handling, however further work is required to improve and maintain this position.
- There is an intent to implement the Police Portal within the organisation, PAU, ACUs and partners and to replace the ringmaster system.
- Sickness absence is an ongoing problem within the communications rooms and is above the targets set locally for the force. The force should ensure they are more proactive in recognising and analysing this problem and take appropriate action to minimise the impact on the process and on staff delivering the process.

5B Providing Specialist Operational Support

Grade	Direction of Travel
Fair	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	23	19	1

Contextual Factors

The force advertises vacancies through the assignment panel process for police officers and internal and external simultaneous campaigns for police staff vacancies. These processes have at their centre fairness and equality principles to negate discrimination. Positive action initiatives encourage applications from under-represented groups.

The force has a deployment protocol with West Yorkshire Police mounted section. Air support requests are met by either Yorkshire and Humber air support consortium or Cleveland, Durham and Northumbria air consortium. A mutual aid agreement exists with Cleveland constabulary to provide a dynamic intervention and dynamic entry capability in support of firearms operations. The provision of an underwater search capability is provided by Northumbria Police marine section under a service level agreement (SLA).

National Strategy for Police Information Systems (NSPIS) HR captures and retains individual training, qualifications and skills. These are routed through the duties management system and into the new command and control system.

The police search team officers are issued with and retain a licence booklet and are required to perform a minimum of four searches per year with searches being no more than six months apart. Police search trained officers are required to undertake two days mandatory training in every year. They are also re-licenced by the national search centre every three years.

The FIB has a SPOC with NCIS and regular meetings take place. Intelligence is shared with NCIS through external enquiries and the flagging process. Intelligence circulations to foreign forces are completed on a weekly basis. Further intelligence sharing between agencies is made through the regional intelligence group.

Strengths

Civil Contingencies and Emergency Procedures

- The North Yorkshire local resilience forum (NYLRF), a strategic group consisting of chief officers from the emergency services, military and local authorities, meets quarterly. Emergency planning is held in high regard by partner agencies due to its close involvement and participation in all aspects of NYLRF activity. Its involvement

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in planning at regional level has fostered good relations with a wide variety of organisations across a large area of the North East of England.

- The emergency planning officer (EPO) is the force representative on local, regional and national multi-agency forums. The EPO is responsible for assisting the chief officer team in formulating plans, strategy documents, policies and guidance to enable the force to fulfil its obligations in response to civil contingencies and emergencies. The emergency planning unit's sub-site contains a directory of information to assist incident commanders in the policing of incidents.
- Arrangements are tested periodically through multi-agency exercises and major incidents, the most recent of which was the catastrophic flash flooding of 19 June 2005 in Ryedale.
- The emergency planning sub-site contains dynamic information responding to changing local and national issues evidenced by guidance on reporting, handling and H&S advice pertaining to Avian Influenza.
- The operational planning and resourcing policy is in effect an SLA, which identifies planning criteria. It confirms the level of resources to be deployed and who leads on the formulation of planning and operational orders. Tactical planning maintains regular contact with ACU planning officers supporting pre-planned events and operations.
- The core EPOs from all category 1 responders meet frequently to discuss matters of mutual concern; global, national and local.
- The EPO maintains close liaison with Special Branch in respect of the use of sensitive information. Category 2 responders and the military are included in consultations as required.
- The force has resources dedicated to communicating with the public and has good working relationships with the local media. A full-time press office operates a 'media briefing line', website and Ringmaster messaging to numerous watch groups. The new police portal, a dial-up service for public information, will be available in July this year.
- A framework for assessing and managing predicted risks has been developed and a corporate risk manager reports to the head of legal services. The corporate function is under the auspices of the Chief Constable responsible for embedding and implementing the risk management strategy detailing the business continuity management plan and the co-ordinating group of information systems (IS), fleet, estates and control rooms that deal with the priority risk issues.

Public Order

- Public order review implementation for the improvement plan 2006 is the result of a capability and gap analysis assessment. It will improve capacity and capability for future public order events.
- The re-establishing of ACU events officers improves the planning and co-ordination of events with the tactical planning unit. Co-operation among ACUs to resource predicted events is supported.

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- The planning and resourcing policy sets the criteria and guidance for policing events.
- Level 2 police support unit (PSU) officers undertake a minimum of four days' training per year in order to maintain required standards for mutual aid commitment. A record of attendance is maintained, which is managed by the public order trainer.
- ACU commanders and SIOs are familiar with and undertake CIAs following the occurrence of incidents/crime that could generate fear in the community and raise the risk of disorder. Specific CIAs have been produced in relation to BME communities.
- The tactical planning unit shares information and intelligence with the national public order intelligence unit (NHPOIU), national extremism tactical co-ordination unit (NETCU), national domestic extremism team (NDET) and North East regional public order practitioners meetings.
- The force reviews events that are often annual or repeated and learns from experience. This enables a more proactive approach to event management and risk assessment. Other forces continue to provide mutual aid, and there exists a positive and productive working relationship.
- ACUs contribute to the calendar of events. Area tasking processes determine the potential threats linked to public disorder and either resource locally, eg level 1 or refer to force tasking for approval of level 2 response. This could involve support from other ACUs or trigger mutual aid requests for support. This is in compliance with the adoption of the NIM.

SSD, Firearms Support and Dogs

- The force has continued to carry out rigorous threat and risk assessments and has increased establishment of AFOs accordingly. This is achieved through liaison with the firearms training department that has embraced the codes of practice and National Police Firearms Training Curriculum.
- The ACC (SS) is the chief officer lead in respect of the police use of firearms. Gold training has been made available to the COT. The DCC and the ACC (SS) are also Kratos awareness trained should this capability be authorised. The ACC (SS) chairs quarterly operational firearms group, meetings where emerging issues and specific operational deployments are discussed to identify good practice and areas for development.
- All firearms deployments are the subject of review by the superintendent tactical operations and the ACC (SS) before being placed in central filling for storage. The FCR inspector's and the Silver and Gold commander's policy books are completed by the relevant commander and contain sections for individual debrief. Feedback is documented and the overall plan is reviewed by the inspector FSU. Training issues are referred to firearms services that address identified training needs and incorporate relevant training into the current training plan.
- There is a documented firearms action plan, which has been developed in association with NCPE. A dedicated FSU sergeant facilitates implementation operationally. The action plan is being monitored and periodically reviewed, recently being assessed as suitable to allow the force to achieve overall codes compliance on schedule. NCPE has indicated that overall compliancy is not required until

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2007/08. The next agreed milestone for compliance is November 2006; this relates to the firearms training curriculum only.

- The force has developed a close working relationship and collaboration with other Yorkshire-based firearms training departments and the introduction of joint training courses. The number of Silver commanders has reduced and created a cadre system to maximise performance and develop skill base.
- A regional firearms mobilisation protocol has been agreed that will co-ordinate a regional response to any national requirements. The force acts as the SPOC and co-ordinator.
- A threat assessment has been carried out with the agreed establishment being directly related to the evaluated threat. All identified personnel are selected, trained, accredited and authorised to perform their respective roles and responsibilities from Gold, Silver and Bronze to tactical advisers and AFOs. All firearms sergeants have now received national tactical advisers training in support of their overall accreditation as firearms Bronze commanders. (This is classed as best practice by NCPE.)
- Operational requirements are reviewed and linked to the threat assessment informing staffing, equipment, weapons systems, policies and procedures. The provision of armed response vehicles, AFOs, a tactical firearms unit and a CT unit meets current demand. The operational firearms group meets quarterly and reviews capability and capacity to address changing circumstances and respond to emerging issues impacting on police use of firearms.
- All AFOs carry ASP and CS spray and are fully trained in use of force, with regard to tactical communications and empty hand skills. The use of all less lethal options in respect of firearms operation rests with the Gold and Silver firearms commanders.
- Tactical firearms dogs and general purpose dogs support armed officers. Eight dogs are trained for passive attack and available for deployment in support of the tactical firearms unit. Public order shield units are also available for deployment in support of all other less lethal options. The threat and risk assessment combined with the conflict management model underpins the decision-making process as to which tactics are chosen.
- Dog handlers maintain personal training schedules to document required training undertaken relevant to their specialist role, (eg general purpose, explosives, drugs, human remains, firearms). Attendance and training records for handlers are retained by dedicated dog trainers within staff development services.
- The tactical operations representative attends the two-weekly tasking meeting. Day-to-day deployment of tactical operations resources is through ACU SPOCs: namely tasking and co-ordinating inspectors who prioritise and allocate local tasking to staff.
- North Yorkshire hosts several military sites of national and international strategic importance. Special joint protocols in respect of the deployment of firearms and less lethal weapons have been established and maintained, through the CT unit.

Work in Progress

Public Order

- The tactical planning unit shares information and intelligence with national public order intelligence unit, national extremism tactical co-ordination unit, national domestic extremism team and North East regional public order practitioners meetings. Weekly and monthly overviews are received regarding animal rights and public order issues. Intelligence is passed to and assessed by ACU commanders and Special Branch, in partnership with NETCU and NDET. Central ACU has established links with other ACUs in relation to football and racing events and has an active football intelligence officer.
- Following a public order review exercise 2005, an implementation plan has been approved for delivery 2006. This will address the ability and capacity to satisfy internal demands and be better equipped to meet mutual aid obligations. The tactical planning unit is preparing a mobilisation plan.
- The public order trainer maintains training records showing who has attended training and has maintained the required levels for level 2 public order training. The public order trainer is presently working with HQ duties to incorporate this information into the NSPIS system to make it more readily accessible and incorporate it into the mobilisation plan.
- January 2006 saw the reintroduction of the public order group forum, chaired by the ACC (TP). This forum receives referrals of matters arising from public order incidents with the view to reviewing capability, capacity and performance.

Civil Contingencies and Emergency Procedures

- A critical incident policy is being developed by the tactical planning unit to ensure the force has appropriate processes in place to deal with the impact on the community. The unit is presently assessing similar policies in use in other forces in order to identify and develop best practice.

Areas for Improvement

Civil Contingencies and Emergency Procedures

- The force should review its emergency planning resources to ensure they are capable of meeting the demands imposed by the Civil Contingencies Act and the resultant new structures, which accompanied its introduction.
- The status, ownership and implementation of business continuity management planning needs to be developed during 2006.
- The community risk register is being compiled by the NYLRF risk assessment working group following the model recommended by the Civil Contingencies Act guidance. Plans and risk assessments are reviewed regularly according to the perceived threat, degree of risk or in response to events. The force should consider the involvement of the EPO in any CT risks.
- The force has recently contributed to the cost of procuring a Vector Ion computer-based exercise simulation package. The system is designed for emergency

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managers and incident commanders working on any number of diverse scenarios. Planning is in progress for the first Gold level exercise on 1 June 2006. The force is encouraged to involve Gold, Silver and Bronze commanders in such exercises to build resilience and experience.

Public Order

- The public order review identified the need to increase from seven to nine PSUs and addresses the requirement of territorial policing to ensure PSU officers complete mandatory training. This safeguards the mutual aid obligation of three PSUs and increases resilience to satisfy operational demands. The increase of resources will place additional demands on training and abstractions from core policing activities and the force should assess this impact on performance.
- At the present time no joint training takes place with other forces in the public order training arena. This is to be reviewed for 2006/07 and, in light of developments regarding handover, joint training opportunities should be identified and supported across the region.
- The force should take advantage of opportunities available through the North East public order working group to promote shadowing. This allows PSU commanders to broaden their level of skill and experience, and exposes officers to environments and policing of events that they would not normally or routinely experience within their own force.
- CIAs are completed by community safety staff either post incident or ahead of an anticipated event and relevant control measures are adopted. PCSOs and neighbourhood officers are tasked to actively seek intelligence on tensions to feed back into the CIA.

SSD, Firearms Support and Dogs

- The force priority remains the completion of the action log and full compliance in respect of codes of practice and the manual of guidance. A purpose-built armoury with secure office provision has been established at Thirsk and the force is looking to continue this development to the same standard at the Tadcaster base.
- The force has developed excellent collaboration and training opportunities for staff, but is conscious that with a relatively low number of operational incidents there is an imperative to maintain a high degree of professionalism through realistic training. The force is encouraged to review the number of training days.
- The introduction of unit and band targets for 2006/07 in support of force priorities to reduce and detect crime will aim to improve performance within the FSU. The force is also looking to revisit both its internal and national recruiting process in order to develop a robust succession plan for AFOs. The force should be cognisant of the specialist nature of the role being performed and recognise the limitations of involvement of AFOs at NHP levels.
- There is a working agreement with the Ministry of Defence Police who provide specialist police search trained officers and CT search officers to work with and support search officers and Police Search Advisors. The force should consider formalising this arrangement.

5C Strategic Roads Policing

Grade	Direction of Travel
Fair	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	7	33	3

Contextual Factors

Roads policing resources are devolved to ACUs and dedicated corporate line management has been established to ensure accountability to ACU senior management teams. Corporate policy and standards are defined and sustained through dedicated HQ resources. Emphasis has been given to ensure that roles and responsibilities are clearly defined at all levels and a performance management regime is in place to ensure effective productivity.

The deployment structure is aligned and co-ordinated through NIM and every opportunity is exploited to secure and develop partnership working and collaboration. The approach to policing is actively promoted throughout the UK in support of the ACPO roads policing strategy.

The strategy to reduce deaths and serious injuries resulting from road traffic collisions has been combined with the focus on criminality and this has derived wider benefit to the City of York and County of North Yorkshire in terms of a holistic crime-controlled environment. This strategy is enhanced by the use of additional resources in terms of dogs, FSU and a dedicated ANPR team that is resulting in city and county roads being denied to the criminal fraternity.

A new 'concept car' in which mobile data terminals are fitted is being evaluated. This will make ANPR and mobile data more readily available to RPG and other resources in support of tasking and co-ordination and the achievement of objectives.

Strengths

- The ACC (TP) is the chair of the monthly roads policing business area meetings and represents the force at the monthly Police Authority roads policing thematic group. The ACC (TP) is the chair of the York and North Yorkshire road safety partnership (95 Alive).
- The roads policing strategy is aligned to ACPO strategy. Specific casualty reduction activity and deployment of resources is assessed, considered and agreed via area and force tasking and co-ordination groups in response to identified problems and issues. Primary focus continues to be the denial to criminals of use of the road network and the reduction of KSI collisions.

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- Superintendent tactical operations has responsibility for roads policing strategy and policy. Initiatives relating to casualty reduction objectives are presented by superintendent tactical operations at the fortnightly level 2 tasking and co-ordination meetings for consideration and action where agreed, enabling a corporate RPG response.
- Under the NHP strategy, roads policing is delivered by specialist roads policing constables and sergeants incorporated within the response team structure. Portfolio responsibility for roads policing issues rests with a response inspector on each of the territorial ACUs reporting through line management to respective ACU teams.
- RPG is intelligence led on two levels through identification of KSI routes and locations on which to focus patrol activity to reduce KSIs but also impact on criminality. In addition RPG supervisors attend the DMM to ensure familiarity with the broad range of policing activity taking place within the ACU. All RPG officers are fully integrated within the force structure and are therefore part of a prioritised tasking and co-ordination system operating within the parameters of NIM.
- Casualty reduction performance is reported monthly to the roads policing business area meetings and is discussed and monitored by the NYPA roads policing thematic group and the NYPA performance monitoring thematic group.
- The ANPR strategy is embedded within the roads policing strategy and this is aligned to the crime strategy. Key elements of the strategy are disrupting criminal behaviour, enhancing existing partnership approach to casualty reduction and maintaining a highly professional level of road death investigation. The force has one dedicated ANPR team and eight 'in car' mobile ANPR kits that are fitted in RPG vehicles. A further unit is fitted in a CT vehicle at Menwith Hill. The ANPR team and the 'in car' mobile units are tasked through the NIM tasking process.
- The force developed Bike-Safe in 1997. It has achieved national recognition and now represents best practice as a motorcycle casualty reduction tactic. There is a roads policing inspector identified as lead officer to ensure that the product is aligned to the national Bike-Safe strategy. A constable is being appointed in a full-time role to support this process.
- The force is on track to meet government 2010 casualty reduction targets of 40% reduction in the number of people KSI in road collisions; 40% reduction in the number of children KSI; and 10% reduction in the slight casualty rate. In partnership with NYCC, the force is also on track to meet a stretched 2010 target to reduce child KSI casualties by 60%. Since 2002, the number of collisions involving people KSI has reduced by 12.06%. High performance motorcycle KSIs have reduced by 37.2% over the same period.
- A senior collision investigation officer has been appointed who quality checks the investigation of road death reports and the timeliness of submission of road death files, and has improved the relationship with Her Majesty's Coroners, the CPS and the courts to submit road death files within 16 weeks from the date of collision.
- Fatal collisions are investigated under the guidelines contained within the *Road Death Investigation Manual*. All ACU-based RPG sergeants are trained to investigate road deaths. Additionally, four constables who carry out the function of acting sergeant have also been trained to provide resilience.

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- Roads policing performance is measured and managed locally by ACUs but a central overview on casualty reduction is maintained and reported monthly to the roads policing business area meeting. It is also reported monthly to the NYPA roads policing thematic meeting and quarterly to the NYPA performance monitoring board.
- There is a comprehensive set of performance indicators for each RPG officer. These are consistent with force and ACU control strategies and key targets. The PIs are monitored through the daily dashboard, managed locally and linked to PDRs.
- Some drivers reported for minor careless driving offences are referred for driver improvement as an alternative to prosecution. The driver improvement scheme conforms to the national standard and is delivered by a private external company under contract.
- The force is a partner in the York and North Yorkshire road safety partnership (95 Alive). The principal goal of the partnership is to save the lives of an additional 95 road users by 2010. Among the partners are NYCC, City of York Council, Highways Agency, North Yorkshire fire and rescue service, ambulance service, Yorkshire air ambulance, the primary care trusts and the CDRPs.
- SPI 1a – the percentage of people satisfied with collision investigation is above the MSF average.

Work in Progress

- An ANPR fixed site strategy is being developed and four fixed sites are presently under construction. The fixed sites will be commissioned in April 2006 and will contribute to the roads policing and crime strategies.

Areas for Improvement

- Roads policing resources are devolved to ACUs and resources are managed by specialist roads policing sergeants working within the response team structure. A response team inspector holds the business portfolio for roads policing within each ACU. The force should review the role of the roads policing supervisors within the ACUs and their SIO responsibilities in respect of fatal and serious accidents.
- RPG resources are aligned to response policing teams. Resources are regularly reviewed to meet local needs. In addition there is a requirement to maintain 24/7 road death SIO force cover, therefore RPG sergeants are required to deploy to other areas to perform this role. The force should ensure that where supervisors are deployed to unfamiliar areas they have knowledge of the local procedures, in particular different processes adopted by coroners, etc.
- There are six police officers trained in specialist collision investigation techniques. These officers also perform all vehicle examinations. The unit was reviewed several years ago and the establishment increased by one-third in response to increased workload and the ability to provide extended on-duty cover. The force may consider a further review of its role to provide additional support to RPG officers and enhance skills and expertise.

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- The FSU is a centrally managed resource and still performs a roads policing function. FSU officers are trained in speed enforcement tactics. FSU officers are trained in tactical pursuit and containment tactics in order to provide additional resilience to RPG assets. The force should consider the current deployment of these resources to the York area. Although these arrangements are directed by the NIM process and reviewed two-weekly by COT, this may impact on the overall availability for deployment to the extremities of the force area.
- The force should consider a review of road death investigations to ensure compliance with the ACPO *Road Death Investigation Manual*.
- The force is encouraged to develop further SLAs with partner agencies.

6 Resource Use (Domain)

6A Human Resource Management

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
2	18	23	0

National Position

The PPAF indicators on sickness and medical retirement continue to be key quantitative measurements of human resource (HR) performance. Increasing significance is being given to the completion of performance development reviews (PDRs) within 60 days of due date. PDRs should be intelligence-driven and link to other HR processes such as promotion and career pathways.

While most forces have conducted some basic workforce planning, this has yet to be extended to all staff, ranks and grades. Workforce planning often concentrates on basic succession planning for key operational police officer posts. Most forces now have a full range of policies to support the work/life balance, often going beyond their legal obligations. The majority of forces need to develop an effective mechanism to manage demand, which ensures that they allocate resources to peak periods. There is limited evidence to show that supervisors and managers have been adequately trained in effective resource management.

Although annual staff satisfaction surveys are common, applying the learning from these surveys, and from employment tribunals, accidents, injuries, complaints and grievances, could be developed further. Much health and safety activity in forces is owned by a handful of key individuals and is rarely integrated fully into day-to-day activity, other than monitoring of accidents, injuries and near misses. Few forces have accident/injury reduction targets or effective performance management of health and safety activity.

Contextual Factors

The HR business area has been re-aligned to business requirements. This included the creation of a People Partner function to deliver strategic HR direction in their business area/department focusing on sickness, workforce analysis, PDR completion rates and turnover. People Partners are members of the local management teams and contribute to the key business-making forums, such as the ACU management team meetings.

A three-year People Strategy is reviewed annually and presented to the Police Authority for approval. The People Strategy incorporates the relevant ^{NY}Policing Thrust 2005–08 promises that directly refer to the effective management and deployment of people resources. Included in the People Strategy is the HR costed plan, which complies with People Matters, Gender Agenda and Breaking Through.

Strengths

- A three-year People Strategy is reviewed annually and presented to the Police Authority for their approval. The People Strategy incorporates the relevant ^{NY}Policing Thrust 2005–08 promises that directly refer to the effective management and deployment of people resources. Included in the People Strategy is the HR costed plan, which complies with People Matters, Gender Agenda and Breaking Through.
- The People Strategy is executed through an HRTAP. Consultation with senior managers is via the quarterly SMT meetings chaired by the Chief Constable. The HRTAP is reported on quarterly through the performance monitoring board of the Police Authority. The aims and objectives outlined in the HRTAP incorporate external drivers such as the national policing plan, the Best Value Performance Plan, and relevant white papers such as Building Communities, Beating Crime and Workforce Modernisation.
- The HRTAP aims and objectives are defined under each of the six strategic aims as detailed in the People Strategy 2005–08. These cover areas including diversity, recruitment and selection, retention, procedural development, flexible working arrangements, training and development and occupational health, safety and welfare.
- The director of HR is a member of COT. This in turn ensures that the People Strategy is linked directly to the local policing plan (^{NY}Policing Thrust) and underpins all activity.
- The HR business area has been re-aligned to business requirements. This included the creation of a People Partner function to deliver strategic HR direction in their business area/department focusing on sickness, workforce analysis, PDR completion rates and turnover. They are members of the local management teams and contribute to the key business decision-making forums such as the ACU management team meetings.
- Identified individuals within centralised (corporate support) and devolved HR teams (People Partner) have been aligned to ensure consistency and corporacy. Some 44 individuals in the HR business area hold CIPD, CertEd or Centrex accreditation, with three other staff being provided with proactive support in completing qualifications to ensure future resilience.
- Professional development units have also been established within each of the ACUs to meet with the Initial Police Learning and Development Programme (IPLDP) recommended programme. Going forward, professional development units will become a centre of excellence in assessment and accreditation of competence, eg in PIP and race and diversity.
- Alterations to employment practices for police officers and police staff are consulted through joint negotiating consultative committee (JNCC) and JNC forums.
- An annual staff opinion survey is conducted by the corporate development department. ACUs and departments are tasked to create actions that are specific to their business areas with results being fed into ACU/department business plans. Follow-up surveys have taken place to ascertain whether progress is being made.

- The NSPIS police personnel database has been simplified by moving from a one-to-one to a one-to-many structure. This will reduce turnaround times for data inputting and improve line managers' access to staff information.
- A performance measurement regime exists with the Police Authority for key targets in relation to people management.
- NYP's recruitment process for police officers complies with national recruitment standards, and the national recruitment assessment centre is operated through a collaborative process with West Yorkshire Police. A partnership with York St John College has been established to ensure the delivery of IPLDP.
- The force is currently involved in the development of a process with West Yorkshire, South Yorkshire and Humberside police forces to adopt, on a regional basis, the Home Office model for PCSO national recruitment standards. This will commence with participation in a pilot assessment centre in March 2006.
- The identification of resource needs has been assisted by the workforce planning activity. This will be further informed by the mapping of demand for policing services due to complete in May 2006. Skill and competency requirements are also identified through functional reviews.
- Flexible working procedures comply with legislation and offer benefits to legislation, eg flexibility working requests available to **all**, paid time off for emergencies open to **all**. Flexible working requests and outcomes are maintained within NSPIS HR. This allows People Partners to have an overview of these requests to ensure they are dealt with systematically. This overview also takes place for part-time working and career break requests.
- All roles have integrated competency framework (ICF) profiles and associated links to National Occupational Standards. The PCSO role profile has been reviewed to incorporate additional powers, supported by associated training. A recent example of the application of national occupational skills and standards is participation in a regional pilot of PCSO national recruitment standards.
- ICF role profiles are used as the basis for recruitment and selection, PDR and promotion. Within the selection process, specific activities and behaviours within a role profile are identified so that individuals can provide evidence of their ability to meet the effective performance and positive indicators for those areas.
- Targets in relation to BME and women are monitored through both the employment monitoring report and the HRTAP updates.
- There is a systematic approach to rewarding good performance through a range of reward mechanisms for police officers and police staff, embodied in corporate procedures including competency-related threshold payments (CRTPs), SPPs and bonus payments. Eligibility for CRTPs and SPPs are assessed against attendance, performance, conduct and current skill levels. Decisions for eligibility are devolved to managers and co-ordinated by ACU/departmental People Partners. Annual review is required through the twice-yearly PDR which is based on the ICF role profile.

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- The Chief Constable is the force PDR champion and decisions regarding PDR priorities and focus are taken at COT level and cascaded via SMTs. The PDR completion rates target is set and reported against on a regular basis. Completion rate is currently 87%, which has increased from 73% last year.
- The PDR process is used to good effect to evidence skills and competence against the ICF profiles. PDRs have been developed for all staff using Home Office guidance and incorporate mandatory diversity behaviour as standard. Second-line managers' reviews are incorporated plus dip sampling of plans. The identification of training needs takes place within the PDR but any need is evaluated through a different process.
- Investors in People accreditation has been achieved in respect of the staff development services section of the HR business area and re-accreditation was awarded in September 2004 for a further three years. It is intended that through the activities of this department, best practices in respect of people management are disseminated.
- Institute of Occupational Safety and Health training has been delivered to both senior officers and chief officers.
All superintendents and above can now demonstrate successful completion of IOSH courses. There are quarterly meetings with the Police Authority lead on H&S, the H&S adviser and head of the health, safety and welfare department.
- H&S co-ordinators are now part of a health, safety and welfare team and therefore have a corporate focus with targeted aims and will provide added resilience. Each of the advisers is aligned to ACUs to assist ACU staff in achieving their H&S objectives and discharging their responsibilities.
- The H&S co-ordinating committee is chaired by the director of HR and at ACU level chaired by a member of the SMT. This level of involvement ensures that H&S remains a focus of the force and adds to the health and welfare and duty of care of staff, and that the H&S action plan is frequently reviewed.
- All H&S activities are co-ordinated by the H&S prioritised action plan, which is replicated in ACU/department H&S action plans. Staff associations are represented at all H&S meetings and consultation systems are well established. Performance is monitored at the co-ordinating committee and reported on a quarterly basis to the Police Authority.
- The number of hours lost to sickness per police officer and police staff has increased significantly during 2005/06 and is higher than the national average.
- There has been full use made of the Home Office grant in support of the strategy for a healthy police.

Work in Progress

- Policies and procedures are audited for compliance with data protection, Freedom Of Information and Human Rights prior to publication. Planned diversity impact assessments will enhance this process for all policies and procedures ensuring compliance with the necessary legislation. Work is ongoing to check all current

policies and procedures for compliance with the information commissioner's code of practice.

- A re-assessment of the strategic environment has resulted in the new People Strategy, with ten strategic aims including workforce modernisation.

Areas for Improvement

- A new 'people portal' (e-HR interactive intranet-based information site for people management issues for line managers) has been developed to provide improved access for managers to resources that inform their line management responsibilities. This includes an FAQ database. The force should review the 'hit rate', who is using it and if it is reducing calls to the service centre.
- The police personnel and duty management modules of NSPIS have been improved, which include overtime authorisation. An HR lead specialist has been allocated to work closely with the project team to deliver improvements in data quality and improved processes going forward in order to ensure the system is accurate and up-to-date. This should include PIs for the processing and payment of overtime payments.
- Further investment in operational systems (command and control, NICHE, Iproc, Oracle Financial) is being progressed which will integrate systems and draw upon the data held in police personnel. Through these links, the HR system will be integrated with other key operational and support systems. It is essential that the HR system is safeguarded by restricting access to competent users and that changes in records are closely managed and centrally recorded.
- The Chief Constable organised a Women's Conference in 2005 to highlight and encourage female progression within the service. This was complemented by a similar event hosted by the police federation to explain and explore the opportunities for female police officers in respect of part-time working and the interpretation of police regulations. The force should evaluate the outcomes of such initiatives.
- Effective use is made of career grades in specialist police staff posts, such as CSIs and fingerprint officers, to reward the progression of specialist skills and expertise. The force intends to carry out an equal pay audit.
- Monthly working time directive reports are monitored for sergeants and above, and will be rolled out to all staff. Where these reports highlight concerns, the line manager receives a letter from the director of HR to highlight their responsibility to reduce working hours under duty of care. These instances should be included in the performance meetings held by the DCC with commanders and department heads.
- The force is not on track to achieve the targeted overtime reduction of 15% for 2005/06 and the force may consider a review of the monitoring systems. To ensure a more effective scrutiny and as an early warning of possible overspends, financial expenditure should form part of the DCC's performance review linking expenditure with performance.
- Training has been delivered to line managers on the management of staff performance, which includes an understanding of the relevant policies and

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legislation used to address these areas of under-performance. The force is effective in addressing these issues with both police officers and police staff. The force should consider a review of these and other disciplinary instances to identify commonality or 'hotspot' areas and ensure necessary action is taken and performance monitored in the future.

- The force is encouraged to benefit from benchmarking activities that occur on a less formal and more issue-specific basis in order to determine best practice in respect of individual people management issues. The HR function should look externally for best practice and not only rely on MSF police groups. This particularly applies to diversity issues and encouraging female officers into specialist posts.
- Inspectors and above have access to the NSPIS HR duties management system to record the actual hours worked. They have the new functionality of being able to feed this data through to the weekly duty amend report, which then in turn feeds into the working time report on actual hours worked over a reference period. The force should ensure there are appropriate safeguards and auditing arrangements in place.
- There should be realistic performance targets set for responding to and addressing issues which are reported to the central HR helpdesk. Accepting that people issues are complex, there should be an agreement of the service HR will provide including timescales.
- HR should review the roles of People Partners on BCUs and departments to ensure they are working corporately and not engaged in functions locally, which may impact on their 'independence' to discharge their HR role.
- Training is available to managers and supervisors prior to promotion. However, during the assessment it was identified that this was not always accessed prior to taking up post. The force should ensure that, where possible, training and skills development should take place prior to staff taking up a role and that staff are aware of what they are required to deliver.
- The number of police officers retired per 1,000 officers reduced slightly during 2005/06 but remains above the MSF average.

6B Training, Development and Organisational Learning

Grade	Direction of Travel
Excellent	Improving

Context

This section summarises the results of improvement activities which have been undertaken since the last inspection. It facilitates an understanding of the context within which such activities have taken place together with an understanding of the outcomes:

- The force was graded “Good” during the 2005 baseline assessment with a number of recommendations made for improvement.
- The North Yorkshire Police Learning and Development Strategy and Business plan have now been written to conform to HOC 44/2005.
- A full time Training evaluator has been newly appointed and sits outside of the Learning and Development environment. All learning and development activities are evaluated to level 1 whilst evaluation at higher levels is commissioned through the Training Prioritisation Group.
- The previous arrangement of a single post holder managing evaluation and quality assurance has ended. The role of the Quality and Policy Development Manager is now focused entirely on quality assurance work and there is a well embedded NVQ quality assurance policy.
- The Finance Department has ownership of the financial aspects of the National Training Costing Model and this is monitored by the North Yorkshire Police Executive through their composite action plan. Data from the NTCM is now available for use as a planning and benchmarking tool.

Strengths

This section summarises areas which HMIC consider to be particular strengths of the L&D function. In the main, for an area to be considered a ‘strength’ it will have been in place for at least twelve months and will represent practice from which the force is able to evidence demonstrable and ongoing benefit

- There is clear leadership within the force on learning and development issues and a well defined management structure that integrates all functions within the one

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department. The head of HR and the Police Authority are well engaged with the function.

- The force has a formal process for gathering customer feedback through the use of a survey that has been in place for several years. The results of the survey are discussed at Training Prioritisation Group and at the HR Business Area meeting and are benchmarked in a year on year comparison. Any improvement actions are then mapped across into a Composite Action Plan for the force. Data is also shared with the client. HM Inspector considers this to be noteworthy practice.
- There is a clear focus on engaging with the client and the processes for identifying training needs and prioritising course design are well established. The measures used are integrated with North Yorkshire Police milestones and business plans.
- There is a documented evaluation strategy and all learning and development events are evaluated to level 1. Level 3 evaluations are commissioned through the force Training Prioritisation Group with a quarterly dip sampling of courses as part of the department's management processes.
- The force has created the role of Community Engagement Coordinator through its implementation of IPLDP in order to meet learning requirements and to establish community placements across the force. The Learning and Development function is using these community links to support the development of the forces Race and Diversity Action Groups.

Work in Progress

- Clear lines of responsibility and ownership for all learning and development policies and strategies have been agreed. An audit into the formal recording of risk assessments has been recently completed by the Quality & Policy Development Manager and based on consultation with the Health and Safety Coordinator and the HR Senior Management Team, the agreed outcome is for an action plan that is to be implemented by 30th September 2006.

Areas for improvement

This section provides a broad summary of the areas for improvement found as a consequence of the current inspection. Specific areas to address are contained in the detailed assessment guide which the force retains. That document contains an 'indicative scalar' of between 1 & 5 for ninety specific areas. More immediate effort will be required on those areas scoring 3 or less than for those scoring 4 or more.

The progress on the areas summarised below, will be reported on in the context section of next years report.

- The force has a well established process for commissioning new training products. It is particularly robust in the way it engages clients in ensuring that they have ownership over the specification of the learning requirement from the outset.

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The process ultimately results in a formal agreement between the sponsor and the training department regarding responsibility for updating the agreed training product. Whilst this leads to a situation where responsibilities are firmly located, HM Inspector considers that there remains a risk to the force overall in the event that either party fails to discharge their responsibilities under the agreement and the particular training product continues to be delivered.

At the time of the inspection a version control process was at an advanced stage of completion for all training courses, the practical effects of which are ensuring that updates to programmes are current. This 'interventionalist' approach by the L&D Department should be adopted as a formal process and result in fixed review dates for all courses and a timetabled schedule which informs the work-plans of the QA manager. In this way, the potential risk of either party to the agreement failing to comply with notification of updates will be ameliorated.

- The force training commissioning process embraces the key elements against which products are quality assured. Audit of Quality Assurance compliance would be enhanced by the simple expedient of ensuring a checklist of the relevant elements was included within each course folder and consolidated within the version control process.

6C Race and Diversity

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	14	27	2

Contextual Factors

NYP is engaged with HMIC in a pilot for race and diversity. The force has established a framework for monitoring and promoting race and diversity within the organisation. Through this process, which incorporates process mapping, a comprehensive framework including external and internal stakeholders and through the establishment of specific groups such as (RADAGS and race equality and diversity (REDS) steering group) the force aim to fully integrate race and diversity into policing delivery. This process is being assisted by identified ACU champions and co-ordinators together with other support group networks.

Strengths

- The ACPO lead for race and diversity is the ACC (SS), who leads and chairs the REDS strategic group, supporting the development of all diversity matters. The director of HR’s portfolio for internal diversity includes monthly meetings with co-ordinators and all staff support groups. Dedicated race and diversity advisers are responsible for internal and external diversity matters. Senior management has specific responsibilities on race and diversity, detailed within the People Strategy 2005–08.
- The REDS steering group is used as a forum to drive the RES diversity strategy and identify strengths and areas for improvement. Within each business unit’s action plan is a specific action for champions to check action logs. They must also collate information to ensure units are monitoring and taking appropriate positive action in relation to disproportionality or issues around diversity in relation to the specific duties under the Race Relations (Amendment) Act.
- The People Strategy is executed through an HRTAP. There are a number of actions and performance targets that focus on increasing the diversity of the workforce, compliance with relevant legislation and national agendas such as Gender Agenda, Breaking Through and Dismantling Barriers.
- The Advisory, Conciliation and Arbitration Service (ACAS) was involved in reviewing all HR policies and procedures. Impact assessment training will ensure that policies and procedures are developed in line with relevant equality legislation. Currently seven members have training arranged to assist in moving the assessment process forward. The police national diversity team guidance has been reviewed and taken into consideration when developing the diversity training module. The RES is reviewed with internal stakeholders through the REDS steering group.

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- The force has established, through a network of diversity champions and co-ordinators, a system whereby diversity issues can be embedded into the service.
- The establishment of support groups for women, disabled, gay and black police officers and staff has also helped in the embedding process, while offering advice and support to people from under-represented groups. A representative of the Black Police Association (BPA) is currently working within HR to promote diversity issues within the HR functions.
- Disability Discrimination Act compliance has been achieved throughout the estate within the confines of reasonableness. Alternative service outlets are available where, for example, modifications cannot be made due to listed building status.
- The force has established RADAGs on each BCU that oversee issues which impact on the six strands. In addition, the Police Authority receives information relating to diversity issues through the NYPA HR and diversity thematic group. Regular updates are provided via a quarterly report to the performance monitoring board on progress against the People Strategy and the annual HR plan. In addition, a report is completed and presented to the strategic planning and best value board biannually.
- Regular staff attitude surveys, audits and questionnaires on diversity are conducted. Within the business unit's race and diversity action plan is a specific requirement to demonstrate actions taken to address the ACU/department performance as a result of the staff opinion surveys.
- A balanced score card for race and diversity to assist with performance delivery is being developed. Race and diversity is a standing agenda item on all SMT meetings, including JNCC to which all co-ordinators are invited.
- Following the Morris Inquiry, the Fairness at Work procedure has been updated and delivered at supervisor briefings. The exit interview process has also been updated in January 2006 to gain a broader understanding of reasons for leaving.
- The Police Authority is engaged with the force in respect of equality issues, both internally and externally, and a member of the Police Authority attends the force RADAG.
- Monthly meetings take place between the diversity consultant, head of HR strategy and Professional Standards Department to review grievance issues that may be connected to formal discipline enquiries.
- Specific steps are identified in the REDS and HR action plans. These have led to the adoption of a positive action plan, reviewing recruitment advertising agencies, a process for reasonable adjustments, and the identification of under-represented groups through improved employment monitoring, including BME women. Staff support groups have been set up for black, female and disabled staff and arrangements exist to facilitate such networks together with regular meetings with the director of HR.
- The Chief Constable organised an internal conference on women in policing. The force is fully engaged with diversity networks locally and nationally, and takes opportunities to promote the force in publications such as Zee magazine. The force

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was involved in the BPA conference and is active in supporting diversity support networks by attendance at conferences and allowing staff time to attend.

Work in Progress

- The force has also signalled the intention to deal with any internal issues of bullying and harassment, through a dignity at work policy, which has been submitted to the JNCC.

Areas for Improvement

- The delay nationally in the method of assessment and accreditation of National Occupational Standards 1A4 and 1A5 has in turn led to delays in rolling out further training.
- The force should examine its processes for capturing all the near misses or quick fix grievance issues around the organisation.
- The force should examine what relevant information is available to the commander or department head regarding grievance issues or 'near misses' where the matter has been resolved prior to a formal grievance being made. This information would provide information on the culture operating in a particular part of the force and inform the quarterly challenge meeting.
- People Partners on the area have been identified as the intelligence link but there is no identified system where such intelligence can be fed into. Although these issues are discussed on a confidential basis; the sanitisation of the information could prove useful in the broader aspects of managing diversity.
- The diversity unit head contacts all First Contact officers each month and asks for updates regarding activity; however there is no formal monitoring role of their performance.
- The role of diversity unit manager is currently being advertised and the role is being temporarily performed.
- The force is currently using external consultants to examine the function of NHPTs and to develop a model of staffing.
- People Partners should be used to be proactive in raising awareness of diversity and promote equality within the workforce.
- The force supports a First Contact scheme; however there is no formal meeting structure for people to meet and discuss issues which may be impacting on force performance or fairness and equality issues.
- Impact assessment training was arranged for March 2006.
- A dignity at work procedure has been drafted, and is currently under consultation.

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- A women's network member is currently on secondment to HQ HR. The force should evaluate this initiative and ensure that other representative groups are provided with opportunities to contribute to enhancing diversity within the force.
- The RES and diversity strategy is available to the public via the internet and to staff via the intranet, as well as all policies. The publication of the scheme was linked to a communication strategy. A leaflet was produced and delivered personally to each member of the organisation outlining the purpose of the scheme and giving details of the general duty. The force should consider reviewing awareness of the scheme and their responsibilities through the use of e-technology, PDR and force opinion surveys. Individuals must have an understanding as it is mandatory for individuals to have one SMART objective covering race and diversity included in their PDR.
- A total of 221 supervisors received Race Relations (Amendment) Act training, and are expected to cascade this down to their staff. A plan exists and also a foundation Respect for People programme is in place and all new starters participate. Cascade training has limitations on the impact on staff and often becomes diluted. The force should ensure that staff are aware of the issues and the responsibilities placed on individuals.
- The force should continue to encourage the staff support networks to attend JNCC to add value to the process. This should be in consultation with staff associations and unions to ensure there is clarity in their role within the consultative arrangements.
- The force worked with a disability employment adviser at Job Centre Plus to consider reasonable adjustments in recruitment. The force should ensure that all recruitment processes are reviewed to ensure there are no breaches of legislation and that areas of diversity are regularly tested.

6D Managing Financial and Physical Resources

Grade	Direction of Travel
Fair	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
1	11	24	7

Contextual Factors

This is an HMIC assessment of domain 6D. It is based on the self-assessment return and HMIC’s findings as well as a consideration of the police use of resources evaluations (PURE) by the Audit Commission’s appointed auditor or Wales audit office for the force/Authority. Set out at the end of this report are the appointed auditor’s summarised scores for each theme covered by PURE. Separate more detailed reports on PURE have also been issued by the appointed auditor for the Authority/force.

Over the past year these services have shown significant improvement and this has been particularly marked with respect to financial services. In summary much has been achieved but there is recognition that there remains more to be achieved.

The key feature of these services has been the achievement of significant and measurable improvements, together with a commitment to continuous improvement.

These services have improved from a low base and while this progress deserves recognition many of the key features of a good service remain to be integrated and embedded.

Work on preparing for force mergers has had a significant impact on the finance department and other support services.

Strengths

- There are now good signs of professional financial management stability. While the level of improvement has been impressive it will take time for a good level of financial management to permeate through and be embedded in the organisation and its business planning processes.
- The Authority has set a below average increase in the precept for 2006/07.
- The Authority retains substantial earmarked reserves for investment. Programme management arrangements are delivering the significant level of investment in policing, such as a new command and control system.
- The Authority and force operate an integrated business and financial planning process.

- The finance department has successfully implemented a new data-based financial system. This is making a significant contribution to improved control and management reporting.
- Financial regulations have been reviewed and updated.
- An income generation group has been formed and a manager appointed.
- The fleet management service is characterised by continuous improvement which has been enhanced by the opening of its new workshop facility and the use of local arrangements for small items such as bulb replacements. The age profile of the fleet has shown a significant improvement and there is evidence of increased reliability and reducing vehicle costs. This is a major asset for the force which is also of significance to the region. The force is providing workshop services to other organisations. Further expansion is possible and this should be encouraged.
- Procurement is characterised by continuous improvement which has been reflected in the development of e-enabled systems, the introduction of an annual report to the Authority, collaboration with the National Centre of Procurement Excellence in Police Service and collaborative procurement arrangements.
- The Authority and force have now delivered significant improvements in the police estate. Other major schemes are in the planning stage. In addition the force demonstrates an active approach to partnership working to deliver shared accommodation to support NHP and joint working with the CPS.
- Costs of transport and premises are comparatively low within the force's MSF group.

Areas for Improvement

- The MTFP is now in place. The force and Authority appreciate the improvements in MTFP but recognise that there is a need to provide better links, through the business planning process, between resources and performance including the full integration of business planning with MTFP. This is being addressed.
- The force and Authority accepts that it needs to improve its arrangements around partnership working.
- Within its MSF group, service costs in North Yorkshire per 1,000 population and costs per police officer are above average.
- There is an awareness that the benefits, both savings and improvements in performance (efficiency gains), achieved from each significant investment in new technology and buildings needs to be evaluated and quantified. Within this context the force recognises that it needs to improve its joint working and focus on finance, HR and business area management in asset utilisation and the maximising of resources.
- A business plan is being developed for the finance department and the other resources support services. This will be in place for 2006/07 and will need to provide a framework for the measuring of PIs.

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- The force will need to consider how it can achieve an integrated business information environment linking HR, payroll and finance systems.
- The role of business managers supporting commanders and department heads is being reviewed and should be reinforced by the finance director's participation in their annual PDR.
- PIs are being further developed for the finance function and the force is to rejoin the national IPF/Chartered Institute of Public Finance and Accountancy finance benchmarking club in 2006.
- The force is to consider how it can collect activity data on a more continuous basis by the use of IT, possibly via the new command and control system and by the use of standard desktop activity-based recording systems. The force acknowledges that further work is required on activity-based costing to enhance performance improvements and develop comparisons with other forces together with a movement away from the simple annual survey.
- The force has an above average expenditure, within its MSF, on supplies and services.
- Fleet management appreciates that there remain some activities on which further development is achievable, including PIs, delivery and collection and further use of diesel-powered vehicles.
- The force is aware of the importance of participation in the national transport benchmarking club and will be supporting its development.
- An online ordering system is in place and this is being extended across the force – this system needs to become the one means of placing orders across the force to ensure that these processes can be fully professionally managed.
- Procurement accepts the need to implement business planning focusing on measurable PIs, and for budget holders to fully integrate procurement into their business planning.
- The force has put in place the key building blocks for an estate strategy. These building blocks now need to be blended into a full estate strategy setting out the operational requirements for the delivery of policing through property, IT and mobile facilities.
- Once the draft strategy has been completed this should be considered in detail by an expanded group of members, possibly an estates working group, by early autumn 2006 and the agreed strategy should then be fed into the MTFP alongside the funding proposals.
- The Audit Commission has assessed the force's implementation of activity-based costing as follows:

Quality of data: Poor

Management arrangements and utilisation: Poor

Audit Commission Use of Resources

Force and Authority: **North Yorkshire**

Element	Assessment
Financial Reporting	Not available
Financial Management	2
Financial Standing	2
Internal Control	1
Value For Money	2

Key to grades

1. Below minimum requirements – inadequate performance
2. Only a minimum requirement – adequate performance
3. Constantly about minimum requirements – performing well
4. Well above minimum requirements – performing strongly

The judgements are made by auditors under the Code of Audit Practice and in accordance with guidance issued by the Audit Commission.

6E Information Management

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
1	9	31	2

National Position

The convergence of information and technology streams, and in particular the developing role of the chief information officer, is focusing attention on how forces corporately govern information. The aim in this assessment is to differentiate between forces that are taking an information-based approach to delivery and those that are technology-driven. A raft of emerging standards – notably Management of Police Information (MoPI) – is defining metrics against which performance can be measured, and these will ease the challenge in future assessments. Equally, the need for forces to develop medium-term planning, to consider national strategy in their local planning, and to reflect the requirements of the information technology infrastructure library (ITIL) have all provided some clear measures of success.

It has been a particularly challenging 12 months for forces' information services, as much development work was postponed because of amalgamation proposals. This backlog will need to be addressed in 2006/07, together with work on shared approaches to bridge the level 2 shortfall. The challenge of providing information for the cross-regional information-sharing project (CRISP) and the emerging IMPACT system is considerable. This may require the development of 'confidential' networks and work to meet the requirements of the Unified Police Security Architecture (UPSA) as well as MoPI. These carry as yet unquantified but very considerable costs, as well as resulting in major business change. With constrained budgets and increasing demands, the future poses real challenges as to how forces will manage their information assets.

Contextual Factors

The department has continued to deliver innovative, class-leading solutions to improve the resilience of core systems, enabling the force to be in an enviable position should a disaster occur, in that minimal impact to systems will be experienced.

Over the last few years, the investment in additional staff, leading-edge highly resilient systems, a purpose-built IS facility, adoption of best practice policies and procedures and significantly improved resources have enabled the ISD to build a strong reputation for quality service delivery internally and also within the wider police community.

The ISD has been the leading IT department on a number of projects across the UK adding significant benefit to the whole policing service through its leading role in projects, such as testing for the NICHE programme, Airwave 5.1 roll-out, CATS and IMPACT, which have enhanced its national profile and reputation.

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The ISD prides itself on its ability to deliver day-to-day work, projects and tasks on time and to budget and has a 'can do' attitude. This ethos is across all operational teams.

The evidence provided demonstrates the continued improvements made by the department in its goal of delivering excellent service.

Effective use of force IT assets is assured and performance maintained through the establishment of standard desktop PCs, which are replaced under the agreed Capital Replacement programme over a four-year period. This approach has significantly reduced PC breakages, improved availability and provided the platform to effectively control software licensing.

Strengths

- The DCC champions the opportunities offered by an enhanced IT infrastructure. He directly manages the head of the department who personally supports programmes and projects. The force has established a strategic five-year planning process, and through engagement with the Police Authority, the ISD has been repositioned as an enabler to assist the force in achieving its aim of becoming the leading police service.
- The IM board includes the ISD, SMT, the head of the corporate development department, ^{NYP}Forward Programme manager, the DCC and director of finance, and has the responsibility for overseeing all new projects. The IM board also ensures that generic investment requirements relating to ICT are identified timely at COT and at NYPA level and that appropriate resources are allocated. In addition the DCC and head of ISD meet on a monthly basis to discuss progress against strategic objectives, as well as key projects. Operational performance is reviewed and appropriate plans agreed.
- The ^{NYP}Forward major change programme is well advanced in not only replacing the legacy applications and infrastructure with leading-edge commercial off-the-shelf solutions, but also delivering significant business process re-engineering and significant business and operational benefits.
- A formal programme and project management structure exists using Office of Government Commerce 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. Benefits realisation plans are included as part of each project which are fed into the efficiency plan.
- Investment in staffing and technology to support improvements in front-line policing is impacting on improving operational police performance. Detailed planning and development of service plans and financial plans, eg MTFP, is updated and ongoing.
- Adopting IT infrastructure library (ITIL) best practice has enabled the ISD to build on significant service improvements, with quality-focused processes established resulting in the department being nominated for entry into the *Computer Weekly* 'Best Places to Work' competition.
- The IT strategy, reviewed annually, is based around the key areas of governance, resource management, IM, quality management and futures management. It

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supports the ISS4PS and promotes the adoption of industry standard software and hardware platforms wherever possible. It identifies key issues as critical, including information security management, emerging technologies such as On Demand computing, converging technologies such as a single improvement plan environment, business resilience planning such as highly available systems, and standards-based solutions.

- A strategic roadmap exists detailing key initiatives over the lifespan of the IS strategy and clearly identifies the end goal utilising technology to deliver significant business and operational benefits and return on investment. The goal is to maximise the investment in technology to deliver more front-line policing time, provide quality analysis tools and information sharing with all relevant local and national groups and organisations.
- Departmental business plans are reviewed by ISD staff to ensure strategic alignment and effective cost forecasting. The costed ISD business plan is then finalised, supporting the delivery of business area plans, as well as specific ISD objectives. A robust capital replacement process, costed over five years and reviewed annually, ensures the IT infrastructure is refreshed appropriately, thereby delivering maximum operational benefit.
- ISD has invested heavily throughout the last 12 months in increasing the resilience of the IT infrastructure. A purpose-built IS facility is now live with resilient links to two fallback sites within the network infrastructure. All core systems utilise high availability technology to enable continued working in the event of a site failure.
- ISD has been the leading IT department on a number of projects across the UK adding significant benefit to the whole policing service through its leading role in projects, such as testing for the NICHE programme, Airwave 5.1 roll out, CATS and IMPACT, which have enhanced its national profile and reputation.
- The force was one of the first to be in a position to provide the required data to the CRB at the required frequency and continue to do so. The full data requirements from the list of INI source systems continue to be provided on a monthly basis as requested by the CRB, in line with an agreed schedule. As the CRB increases its capability to receive more frequent data uploads from all forces, they will be in a position to supply data to an agreed frequency/schedule. The disclosure unit has access to all INI source systems to action referrals from the data supplied to I-PLX. When referrals are received, **all** INI systems are checked to ensure the most up-to-date information is disclosed.
- The department has an established business planning process with clearly identified work plan and resource requirements supporting policing priorities and as a result of consultation with customers. The department actively seeks feedback from customers to ensure all IS issues are identified and captured. ISD has daily service delivery performance meetings and any deviations are acted upon through service improvements or where possible, through resource re-deployment.
- The force is a significant way through a major systems and process modernisation programme and tasked with delivering integrated commercial off-the-shelf solutions business applications, that are ISS4PS/CorDM compliant, across all core areas of the business. This will result in single point data entry and ensure data is accessible whenever and wherever appropriate. Data quality and accuracy has already

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improved significantly. By the end of 2006 all legacy systems will have been replaced with state-of-the-art, commercial off-the-shelf solutions packages,

- The department has an embedded PDR process with objectives aligned to ensuring staff are focused on delivering department and corporate goals. Training needs are identified and tracked via a department training needs analysis. The force fully supports training and development initiatives through the training budget.
- Services are delivered to recognised industry standard best practice guidelines (ITIL and PRINCE2). Highly acclaimed technical project management and technical business analysis functions are established within the department.
- A strong management team is focused on performance and delivery. Standards are set for resolving problems which are monitored. Staff with particular difficulties are identified and appropriate action taken to resolve issues.
- Established procedures ensure systems are implemented in a highly resilient manner, aligned to business requirements for service availability. This approach ensures strong business ownership of relevant systems administration functions.
- The 'Design in' approach to delivering solutions aims to avoid the need to add-on at a later date; an example being all solutions have resilience and security requirements identified prior to implementation.
- A vehicle-based solution for mobile data is currently in the concept stage with roll out to the force fleet anticipated within months. Volvo cars have been so impressed with the concept vehicle they intend pre-fitting wiring looms to all cars supplied to the police market.
- NICHE records management system is being implemented during 2006/07 for core systems. The force is working closely with the national IMPACT team and NICHE user group to ensure the required interfaces to IMPACT CRISP are available when required by the national programme. As part of the migration from the existing legacy systems, work is currently under way to extract and transfer data into a standard database ready to be loaded into IMPACT CRISP. This work involves a data-cleansing exercise to ensure the accuracy and consistency of the data being transferred.
- External security consultants are engaged regularly to test the security arrangements of force systems. Network penetration tests are scheduled at a minimum annually. Penetration tests conducted during both 2004 and 2005 reflect the comprehensiveness of security arrangements. No systems were compromised and no remedial action was necessary. The role of force information compliance consultant is well established in the information compliance unit. Plans to implement the requirements of the ACPO Community Security Policy are well advanced.
- Disaster recovery for the legacy mainframe system is provided via a market-leading disaster recovery supplier at a nominated recovery site. The process involves deploying to a nominated recovery site. Disaster recovery plans for the mainframe are tested twice yearly. Availability of network services has been further improved during the last year with power supplies to sites now being protected via uninterruptible power supply (UPS). A generator test regime is in place to regularly test generators throughout the infrastructure under appropriate loading.

Work in Progress

- Significant progress has been made to date in implementing a strong asset management regime within ISD. Close working with the finance department over the coming months will ensure a consistent force-wide approach to asset management and will ensure maximum return on investment is achieved.
- IS management has built a strong relationship with the business manager responsible for the department. Plans are in place to ensure financial management and corporate governance principles are embedded within the team.
- Significant progress has been made throughout the last few years in delivering the requirements of the IMPACT programme. ISD will build upon the excellent work to date and will seek out opportunities for information sharing with broader partner agencies.

Areas for Improvement

- Following the implementation of the new systems delivered under the ^{NYP}Forward Programme, a review of the departmental structure is required to take advantage of opportunities for improvements in service delivery.
- Work will continue with the risk and governance department to clearly identify business and technology risks and put in place appropriate plans.
- ISD will continue to work closely with the business unit to clearly identify opportunities for efficiency gains and ensure these are captured accordingly.
- Working with contract management, ISD will continue to review new and existing contracts for best value and service and, where appropriate, take action to remedy any shortcomings, eg the recent review of managed terminal services.

6F National Intelligence Model

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	19	22	2

Contextual Factors

NIM is well embedded through objective strategic assessment to effective, targeted deployment. NIM structures and processes manage the business and operations and determine key operational expenditure and resource deployment. Training provision is targeted to support operational priorities identified through NIM structures, and business processes are linked through resource allocation strategy and supported with an effective supportive performance regime.

Operational policing plans use control strategies to focus activities primarily against offenders and offending but also to ensure the dimensions of victim and location are effectively addressed. An intelligence-led proactive approach continues to be the strategic underpinning philosophy set within an NHP context. NIM is actively promoted at all levels, including external partners and agencies, with a view to promoting the excellence that can be derived from its use. Considerable investment has been made in terms of recruiting intelligence staff over the last 12 months, including principal and senior analysts and researchers.

Tasking and co-ordination inspectors are appointed to all ACUs to ensure that the targeting of proactive operations remains effective. A new forensic strategy is now engaged with this process having a significant effect on crime reductions and detections. Briefing of front-line staff is now aligned to national briefings standards and the golden thread of NIM transcends the organisation.

Strengths

- The chief officer lead is the ACC (SS). The detective superintendent head of intelligence holds monthly meetings with ACU detective chief inspectors/DIs and DI FIB at which NIM-related intelligence issues are progressed and any remedial NIM action plan matters. Compliance to NIM national standards is audited by the principal analyst and FIB staff who report findings to the ACC (SS).
- An NIM review team, consisting of the director of intelligence, principal analyst, FIB and ACU senior management representation has operated throughout 2005/06 meeting regularly to ensure full NIM compliance. A strategic management team meeting takes place every six months at HQ during which the strategic assessment is delivered.

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- NIM structures are integrated with strategic and performance management at level 1. ACUs hold productive daily intelligence meetings, which feed into DMMs. The results of which are tasked out via the tasking units. DMMs are recorded. Level 1 holds dedicated control strategy reviews twice a year that are based on the findings of the strategic assessment.
- NIM is well embedded through objective strategic assessment to effective, targeted deployment. NIM structures and processes manage the business and operations and determine key operational expenditure and resource deployment.
- Strategic templates are based on NIM best practice guidance and are regularly reviewed to ensure they are adhered to. Before the strategic process begins, consultation takes place with departments such as community safety, drugs analyst, roads policing and tactical planning unit, etc in order to capture their activity and emerging issues.
- The priorities set on the tactical menu are driving policing business on a daily basis through NIM structures of DIM and DMM, where specific tasks are set, updated upon and reviewed in response to the problem. The results of this daily activity are then reviewed again through the fortnightly tactical tasking and co-ordinating process.
- The detective superintendent intelligence represents the force at the quarterly held regional intelligence group meetings. A review and analysis of threats is completed and reported upon twice yearly. Recommendations are made in these assessments in relation to ACU and priorities to allow the review and updating of control strategy themes by the strategic tasking and co-ordinating group are provided to NCIS for consideration and inclusion in regional assessment.
- Training provision is targeted to support operational priorities identified through NIM structures, and business processes are linked through resource allocation strategy and supported with an effective supportive performance regime.
- Operational policing plans use control strategies to focus activities primarily against offenders and offending but also to ensure the dimensions of victim and location are effectively addressed.
- An intelligence-led proactive approach continues to be the strategic underpinning philosophy set within an NHP context. NIM is actively promoted at all levels including external partners and agencies.
- Considerable investment has been made in term of recruiting intelligence staff over the last twelve months, including principal and senior analysts and researchers.
- Tasking and co-ordinating inspectors are appointed to all ACUs to ensure that the targeting of proactive operations remains effective.
- A new forensic strategy is now engaged with this process having a significant effect on crime reductions and detections. Briefing of front-line staff is now aligned to national briefings standards and the golden thread of NIM transcends the organisation.

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Work in Progress

- The force is developing processes to capture community intelligence which will benefit the development of joint action groups, partnership co-ordinating groups and assist in multi-agency problem solving.
- Training is due to be delivered to all researchers, analysts and seniors before the next strategic period on how to conduct strategic analysis to ensure corporacy and quality.

Areas for Improvement

- The force should review the NIM process to ensure there is an understanding of the roles and responsibilities and support for NHPT officers who may not have the necessary experience. There are some areas that require clarification in regard to who owns plans, who drives actions and the timeliness of updates. Plan owners do not attend TTCG and accountability is therefore weak. The lack of effective updates makes evaluation difficult and inaccurate. Plan owners should be encouraged to be innovative in deciding actions to problem solving and not only rely on historical problem-solving tactics.
- Action updates are specified fortnightly but this results in few dynamic updates and the intelligence unit chasing staff for them before the pre-TTCG meeting. The pre-TTCG meeting is really mitigating the lack of action updates as it provides a target for their submission. In addition, this meeting is determining tasking priorities without the consultation of the full TTCG group.
- The force should review capacity issues within the intelligence unit and ensure it can deliver to demand and that there is a succession plan for the filling of vacancies to avoid delays in filling vacant posts. Fully trained local intelligence officers are not always available, which impacts on accessing the CHIS intelligence database and results in there being incomplete intelligence assessment.
- The force organised crime unit will provide some additional capacity to engaging with high-level proactive operations. These resources must be appropriately tasked and there needs to be a clear definition of their role, line management responsibility and reporting procedures.
- More engagement of partners in tasking and identification of joint working and participation opportunities would enhance accountability by and with partners.

7 Leadership and Direction

7A Leadership

Grade	Direction of Travel
Good	Not Graded

National Grade Distribution

Poor	Fair	Good	Excellent
0	4	35	4

Contextual Factors

The COT has a shared clarity of vision. It works within a supportive and mutually challenging environment that seeks continual and sustained improvement in service delivery within a devolved and empowered environment. Above all, while delivering significant change in its business processes through proactive COT leadership, it achieves the commitment and ‘buy in’ of staff and key stakeholders to be innovative and deliver radical solutions that minimise risk and improve performance.

Strengths

- The Chief Constable provides clear leadership and direction. Her vision for the force is effectively communicated internally and externally. Stability and continuity within the COT is achieved through the active participation of all chief officers who deliver through their business area meetings. This ensures the effective and consistent implementation of the shared vision and strategy, which is informed by the proactive participation of ACU commanders and department heads. The Chief Constable leads on ACPO women’s forum and has encouraged learning and support for numerous staff and officers to attend specialist support networks/conferences.
- The ACPO team members contribute to national issues through membership of ACPO committees.
- The force has an established and diverse team that demonstrates consistent leadership; a clear strategy building on previous successes in a planned manner reflecting local and national requirements; and delivers through comprehensive accountable and timed programmes of work.
- Visibility of the COT is significant and achieved through internet and intranet, media, *NYP News*, leadership forums, regular programmes of visits to ACUs and departments, a DCC-led quarterly inspection process involving all COT members apart from the Chief Constable, chairing of meetings, award ceremonies, and staff association meetings. These situations provide opportunity to test the effectiveness of the communication links within the force.

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- The Chief Constable has completed the PDR process for all chief officers, providing clarity in terms of personal and professional objectives, shaping with them their likely career paths for the next three years. Content is discussed with the chair of the Police Authority regarding police officer COT members. The COT has undertaken a facilitated feedback and review of its own personal styles and skills with follow-up work. The COT seeks and receives 360° feedback of personal, team and corporate performance and style. All chief officers are participating in the National Senior Career Advisory Service programme.
- The Chief Constable has provided an innovative lead in implementing and chairing the force-wide strategic partnership meeting pan-North Yorkshire forum. This supports and drives a shared vision of policing delivered through partnership working, collaboration, influencing policy, improved service delivery and value for money across all agencies. The Chief Constable is also chair of the North Yorkshire criminal justice board. The ACC (TP) is a member of both these boards which provide business continuity with the delivery of local policing services.
- A process of relentless follow-up and assessment regarding performance and professional standards is in place. For example, a quarterly audit and inspection process led by the DCC and attended by COT representatives provides to all SMTs a supportive learning environment and clarity of personal and professional standards expected.
- The COT also encourages support network groups. Staff are seconded to the central team to develop and influence policy, best practice and employment issues and participate in the RES and RADAGs.
- There is a professional, constructive and challenging relationship between NYPA, the force and other agencies that is achieved through shared proactive participation in force-wide and local strategic partnership working. The Chief Constable has informal bimonthly meetings (also attended by the director of finance) with the chair of the Authority, clerk and treasurer.
- Opportunity for all staff to engage in open dialogue with COT is further enhanced through open forum meetings held within ACUs, staff opinion surveys and regular consultation; support for the decision to progress to hold a police federation 'open meeting' which will be attended by chief officers; formal and informal meetings with staff associations and Unison.
- A staff suggestion scheme called Smart Ideas championed by the ACC (TP) is in operation. The system gives all members of the organisation an opportunity to influence operational tactics, policy and planning.
- The Chief Constable chairs a JNCC on a monthly basis. Additionally, the COT meets with senior managers every month. This is seen as an opportunity to plan strategic development, discuss performance and other service delivery issues and receive general feedback from senior management.
- Chief officers continue to lead on a number of professional and personal development initiatives to support and encourage the development of all staff. There is a well-established management development programme for all supervisors.

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- The business planning process has promoted and encouraged the proactive participation of key stakeholders and communities through adopting a ‘bottom up’ and a ‘top down’ approach ensuring that front-line staff, communities and key stakeholders were consulted and involved in shaping the vision of policing services delivered through ^{NY}Policing Thrust.
- A communication and marketing strategy is in place which delivers through a variety of internal and external media methods. It articulates the vision for policing and what this means for the communities and key stakeholders of North Yorkshire and City of York.
- To deliver major business change programmes, project management frameworks are in place. These enable the chief officer and nominated business portfolio holder to use the disciplined framework that the PRINCE 2 project management framework provides to consult and engage with key stakeholders, document options, costs, business benefits and impact and to provide regular updates to cabinet, SMTs, the Authority and other key stakeholders.
- Innovative approaches to local and senior leadership development focus on qualitative and quantitative performance service delivery and outcomes that consistently achieve and sustain high performance.
- There is exceptional commitment and contribution to the police reform agenda, encouraging staff, Police Authority and community participation, and influencing and making informed contributions to the regional and national developments.

Work in Progress

- Communication and marketing exploit opportunities to support COT enhance the ‘customer first’ focus of the business by further development of a communication capacity and capability by maximising the use of specialist skills of senior communication and marketing personnel to progress ^{NYP}Forward. This is being addressed in business planning by the additional support and funding to recruit personnel to fulfil these roles.

GOOD PRACTICE

TITLE: Leadership
PROBLEM: Over the previous two years, NYP has held bi-annual Leadership Forums, which involve all Senior Police Officers and Police Staff. Leadership development amongst participants has been benchmarked and assessed through 360 degree feedback structures within the work place. These Senior Leadership Forums continue into 2006/07 and are now based upon a network of Action Learning Sets.
SOLUTION: At middle management and first line supervisor levels, a parallel programme of half day Leadership Seminars operates twice yearly. These seminars are jointly led by the Chief Constable and ACC (TP), however other Chief Officers occasionally participate.
The Leadership Seminar events are used as opportunities for extended organisational

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briefings and they provide excellent open forum opportunities for staff to question and provide feedback to senior management colleagues. Chief Officers attempt to create an informal, safe learning environment for colleagues, to maximise challenge opportunities and organisational development.

Leadership Seminars have been used to good effect in highlighting and promoting NYP Forward. Particular emphasis has been given to identifying and maximising the organisational benefits to be derived from these improvements and investment. Other subjects covered included a consideration of the power and influence of middle managers and first line supervisors with several sessions set aside for team building skills and getting the best from our people.

Different leadership styles have been explored, with an attempt to define the most appropriate style for NYP. Diversity remains a key theme with a focus upon the business imperative.

Leadership skills were put into action, through a 6 month programme of action centred learning. Participants undertook work place activity with their teams with an emphasis on delivery results through effective teamwork whilst developing individuals. Results were fed back and assessed by ACC (TP).

Performance management remains a key thread at leadership seminars and recent events have included development of change management skills, and leading change.

OUTCOME(S): Current seminars focus upon the current NYP Forward applications rollout with an emphasis upon leaders and their roles and responsibilities. This continuing engagement with key first line and middle managers is proving to be both productive and effective. It is set to continue during 2006/07.

FORCE CONTACT: Ch Supt Carmel Napier & T/Supt Glenn Gudgeon 01609 768371

7B Performance Management and Continuous Improvement

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	12	26	5

Contextual Factors

There is a robust performance framework clearly articulating the priorities at all levels. This regime holds staff to account at all levels of the organisation, including what is expected to be delivered linked to community, organisational priorities and tailored to individual needs of responsibility through PDR. To address areas of development, robust COT inspections on ACUs and departments ensure corporacy and compliance in meeting organisational needs and aspirations.

Strengths

- There is active monitoring of data from individual, team, district, ACU and force levels and use of comparison data whenever possible to inform decision making.
- COT inspections provide a framework for reviewing and enhancing performance at BCU level and provide appropriate actions to ensure that policing is 'joined up'. Problems that are blocking improvements are identified and appropriate actions set with owners.
- The performance monitoring and challenging process extends throughout the force with every department coming under scrutiny, in particular those which support front-end policing.
- People are held to account for their own, team and department's performance and there are effective monitoring systems to address under-performance.
- There is an effective strategic planning framework.
- Shared targets with CDRPs go some way to ensure that partners are being engaged and accountable for improving performance.
- The force is keen to promote issues of leadership within the force throughout the ranks and within the police staffing structures. There is an investment in leadership forums attended by members of the COT, which are targeted at middle managers to ensure there is an understanding of their role and the systems in place to support that function.

Work in Progress

- Community consultation is being developed within NHP.

Areas for Improvement

- With the introduction of new IT systems making information more available, the force should review access criteria and how the information should be used. There should be a clear and unambiguous steer from the force regarding the use of performance data and that it should be used to ‘inform’ and complement current systems of HR management.
- Community intelligence and the interaction from the public should be captured to ensure the force has a mechanism for assessing satisfaction rather than relying on the public opinion surveys. Investments in NHPT should bring positive feedback from the public which is not always communicated in a formal way.

GOOD PRACTICE

TITLE: NYP Forward.
PROBLEM: NYP Forward has one overall aim, which is to improve performance and support the delivery of NYP Policing Thrust.
SOLUTION: The Programme team would work with representatives across the organisation:- Improve the way that we work with each other in NYP Improve the way we engage and work with our communities and partners Improve and introduce new technology to support our new ways of working. In practical terms, the programme is made up of a number of projects that collectively address the elements above throughout the different areas of operational policing. These include: HR People and Skills Crime/Incidents Management & Investigation Intelligence and Information Sharing Forensics and Evidential Property Command & Control Criminal Justice Managing Performance The programme and each of the projects included are managed in accordance with NYP Project Methodology. This methodology follows the Office of Government and Commerce best practice guidelines and has proven successful as confirmed through

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recent reports from the Audit Commission.

Those projects which were managed under the ^{NYP}Forward structure had clear audit trails, appropriate governance and monitoring arrangements and realistic timeframes. This process is now being adopted for all projects.

Those projects which are managed under this approach and use the NYP Project Management Handbook are aligned with corporate strategies and key priorities.

One of the key strengths that has supported the successful delivery of projects has been through business engagement throughout the process. In practice this has been demonstrated through:

The overarching programme and projects aligned to a Chief Officer Sponsor in accordance with their portfolio of business and accountability e.g. People and Skills aligned to Director of HR etc.

Appointment of Senior Officers/ Senior Support Staff to take the role of Project Director for day to day decision making and accountability

A business lead/specialist appointed to deliver the project being supported by a project manager and business analyst

OUTCOME(S): This combination has enabled the projects to identify how working practices can be improved through business process re-engineering and the introduction of 'Off The Shelf' IT software. Once identified benefits can be planned and tracked through the delivery period and beyond.

FORCE CONTACT: Liz Parr 01609 789343

Appendix 1: Glossary of Terms and Abbreviations

A

ABEG	achieving best evidence guidance
ACC	assistant chief constable
ACPO	Association of Chief Police Officers
ACU	area command unit
ADG	area delivery group
AFO	authorised firearms officer
ANPR	automatic number plate recognition
AoJ	administration of justice
ASB	anti-social behaviour
ASBO	Anti-Social Behaviour Order

B

BCS	British Crime Survey
BCU	basic command unit
BIU	business intelligence unit
BME	black and minority ethnic
BPA	Black Police Association

C

CAIT	child abuse investigation team
CBU	case building unit
CDRP	crime and disorder reduction partnership
CDtoP	complainant declines to prosecute
CHIS	covert human intelligence source
CIA	community impact assessment
CID	criminal investigation department

CJS	criminal justice system
CMU	crime management unit
COT	chief officer team
CPS	Crown Prosecution Service
CPU	community protection unit
CRB	crime recording bureau
CRISP	cross-regional information-sharing project
CRTP	competency-related threshold payment
CRU	crime recording unit
CSI	crime scene investigator
CT	counter-terrorism
D	
DCC	deputy chief constable
DI	detective inspector
DMM	daily management meeting
E	
EFQM	European Foundation for Quality Management
EPO	emergency planning officer
F	
FAQ	frequently asked questions
FCR	force control room
FIB	force intelligence bureau
FLO	family liaison officer
FME	force medical examiner
FSU	firearms support unit

H

H&S	health and safety
HOCR	Home Office Counting Rules
HOLMES	Home Office Large Major Enquiry System
HQ	headquarters
HR	human resource
HRTAP	human resource timetabled action plan
HSE	Health and Safety Executive
I	
IAG	independent advisory group
ICF	integrated competency framework
IMPACT	intelligence management, prioritisation, analysis, co-ordination and tasking
INI	IMPACT nominal index
IPDLP	Initial Police Learning and Development Programme
IS	information systems
ISD	information systems department
IT	information technology
ITIL	information technology infrastructure library
J	
JNCC	joint negotiating consultative committee
K	
KSI	killed or seriously injured
L	
LCJB	local criminal justice board
M	
MAPPA	multi-agency public protection arrangements

MIR	major incident room
MoU	Memorandum of Understanding
MSF	most similar force
MTFP	medium term financial plan
N	
NCHS	national call-handling standards
NCIS	National Criminal Intelligence Service
NCPE	National Centre for Policing Excellence
NCRS	National Crime Recording Standard
NDET	national domestic extremism team
NETCU	national extremism tactical co-ordination unit
NIM	National Intelligence Model
NHP	neighbourhood policing
NHPOIU	national public order intelligence unit
NHPT	neighbourhood policing teams
NSPIS	National Strategy for Police Information Systems
NVQ	National Vocational Qualification
NYCC	North Yorkshire County Council
NYLRF	North Yorkshire local resilience forum
NYP	North Yorkshire Police
NYPA	North Yorkshire Police Authority
P	
PAU	public access unit
PCSO	police community support officer
PDR	performance development review
PI	performance indicator
PIP	professionalising the investigation process
PNC	Police National Computer

PND	penalty notice for disorder
POCA	Proceeds of Crime Act
PPU	public protection unit
PRINCE2	Projects in Controlled Environments 2
PSU	police standards unit
PURE	police use of resources evaluation
Q	
QA	quality assurance
QoSC	quality of service commitment
R	
RADAG	race and diversity action group
REDS	race equality and diversity
RES	race equality scheme
RIC	regional intelligence cell
RPG	roads policing group
RSO	registered sex offender
S	
SDSD	staff development service department
SLA	service level agreement
SIO	senior investigating officer
SMART	specific, measurable, achievable, realistic, timely
SMT	senior management team
SNEN	single non emergency number
SOPDP	strategic operational policing development project
SPI	statutory performance indicator
SPOC	single point of contact
SPP	special priority payment

SS	specialist support
SSD	scientific support department
SSM	scientific support manager
T	
TP	territorial policing
TSU	technical support unit
TTCG	tactical tasking and co-ordination group
V	
VIP	victim and witness information partnership
ViSOR	Violent and Sex Offenders Register
W	
WAVES	witness and victim experience survey
Y	
YOT	youth offending team