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HM Inspector of Constabulary

Mrs J Cheer  
Chief Constable, Cleveland Police

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Dear Jacqui

**Core business: An inspection of crime prevention, police attendance and use of police time**

Between January and April 2014, HMIC carried out inspection fieldwork across all 43 forces in England and Wales. This inspection, called 'Making best use of police time' (now known as 'Core business: An inspection of crime prevention, police attendance and use of police time') assessed three areas of police work. These were:

- how well forces are preventing crime and anti-social behaviour;
- how forces respond to reports of crime, including investigating crime and bringing offenders to justice; and
- how well forces are freeing up the time of their staff so they can focus on core policing functions.

Attached is an embargoed copy of the national thematic report for this inspection which will now be published by HMIC on Thursday 4 September 2014 at 00:01. This must not be published until this date and time.

The findings that specifically relate to your force are included in this letter. The initial findings were previously sent to you for factual accuracy checks and, where appropriate, have been amended following your response.

The majority of the inspection findings contained in the national thematic report do not identify individual forces. However electronic versions of the national report will link to the HMIC website where data on each force can be viewed.

We will revisit some of the evidence gathered during the 'Core business' inspection as part of the crime inspection for HMIC's Police Efficiency, Effectiveness and Legitimacy (PEEL) interim assessment.

All forces will be given the opportunity to provide an update. This updated evidence will be considered as part of the PEEL interim crime inspection, which is due to be published at the end of November.

## **Preventing crime**

- Although the inspection found references to crime reduction and prevention in some of the force's plans and documents, there is no overarching crime prevention strategy. This would provide greater clarity to officers, staff and the public, of the importance to the force of preventing crime and anti-social behaviour and how it will be achieved.
- HMIC found some good examples of where the force has undertaken long-term crime prevention initiatives. In addition, HMIC found that the daily management meetings in the force were being used well to focus staff towards crime prevention activity.
- The force has an electronic database that is updated with information that helps officers and staff prevent crime in neighbourhoods. We found clear evidence that this is used regularly and consistently to record activity to resolve and prevent community issues. The inspection also identified that some evaluation and sharing of good practice takes place.
- Although the force has provided some training to officers and staff, formal crime prevention training has not been delivered to staff who frequently deal with victims of crime and anti-social behaviour. HMIC believes that by providing training, the force would be able to make the most of opportunities to prevent future crimes and provide a better quality service to the public.
- There is proactive use of Automatic Number Plate Recognition (ANPR) and the intelligence it produces as a preventative tool. The Force acknowledges issues around resilience in the provision and maintenance of the ANPR system and this is being strengthened by the up-skilling of existing staff.

## **Crime recording and attendance**

- Crime is recorded by the force, initially through creating an incident on the command and control system and then subsequently entering the details onto the crime recording system. The force has systems in place to identify how many crimes that it attends.
- The force is clear about how it will respond to calls for service from the public. It is one of the few forces that have a policy requiring officers to attend all reports of crimes and incidents.
- During discussions and observations in the force's call-handling centre, the inspection team identified that the force has clear policies and procedures to enable it to consistently identify vulnerable and repeat victims of crime and anti-social behaviour. This could be further improved by increased access to crime and intelligence IT systems.
- During the inspection, HMIC reviewed a number of crime investigations, including reports of crimes that were not attended. HMIC found that, in general, there was clear evidence of officers recording updates of the progress of the investigation and supervisory oversight.

- HMIC found that the Integrated Offender Management scheme, in place to manage those offenders likely to cause most harm to the communities, to be well managed. There are regular meetings with key partners and a structured approach is used to identify and assess risk.
- The force was able to provide HMIC with the number of named suspects that are yet to be arrested or interviewed, as well as those who had failed to answer police bail. The inspection team found that the force has clear, robust arrangements to manage its outstanding named suspects and offenders.
- A small sample of named suspect files, including those circulated as wanted on the police national computer, provided clear evidence that activity had been documented and properly supervised in a number of cases.
- A mapping system is used by dispatchers to identify the most appropriate resources for deployment to incidents.
- There are good checking systems in place to monitor the quality of service provided to the public when they contact the force.
- The response and deployment policy is currently under review.

### **Freeing up time**

- HMIC identified that the force is taking steps to build up a more sophisticated understanding of demand and how its resources are distributed. This includes analysis of different types of incidents and policing activity.
- The force has carried out some work with other agencies to identify and address those tasks that are not the sole responsibility of the police.
- The inspection found that there is a clear structure to assist supervisors in assessing the workload and performance of front-line officers and staff.
- The force is not able to identify the amount of savings in staff time that has been made as a result of changes introduced or as a result of new technology it has implemented. The force has work ongoing to try and determine the amount of staff time saved.
- HMIC identified that the force has made a clear investment in the use of mobile devices, (such as tablets and mobile phones) to enable officers to access force systems while on patrol.

Yours sincerely



**Roger Baker**  
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