

**Roger Baker, QPM, MBA, MA**  
HM Inspector of Constabulary

Mr D Jones  
Chief Constable, North Yorkshire Police

3 September 2014

Dear Dave

**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 This must not be published until this date and time.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 noted the PCC commitment to partnership working in making funding available to support prevention activity, notably the setting up of a joint ASB Hub with police and partner involvement in York.
- 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.
- HMIC noted the force's proactive management of information relating to licensed premises and how this is analysed to reduce crime and incidents that may otherwise require a police response.
- HMIC found there was a lack of 'real time intelligence' to support some aspects of prevention activity and at the time of the inspection there was a backlog of intelligence reports to be input into the force system.
- Although the inspection found evidence of crime-prevention in neighbourhoods, the force does not have an electronic database to assist officers and staff. This means that the force cannot effectively evaluate work or share good practice easily.
- 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.
- The force has a policy that requires officers to attend all reports of crimes. It assesses their attendance to incidents based on a series of considerations including identifying the threat, risk and harm to the victim caller or community. HMIC understands that the force has not consulted with the public in relation to this policy.
- HMIC noted the force's clear commitment to the Police and Crime Plan focusing on victims of crime. The 'Quality Contact Agreements' piloted at York and Selby were seen to be delivering bespoke services to victims of crime from the outset.
- All staff in the FCR have received training to national standards to fulfil their roles and at the time of the inspection all staff were in the process of being trained in use of the THRIVE model.

- HMIC found evidence during reality testing that some resources were being deployed to incidents which were not appropriate such as; PCSOs being deployed to violent incidents or Roads Policing Units being deployed to low level incidents making them unavailable for their core role and multiple resources deployed to same incident which is inefficient.
- During discussions and observations in the force's call-handling centre, the inspection team identified that the force does not consistently identify vulnerable and repeat victims. The force needs to ensure that the necessary checks are in place so that all potential vulnerability factors, such as disability or race, are identified.

### **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.
- HMIC noted that quality and assurance checks are built into the forces existing processes. For example, the Crime Management Unit conducts a daily review of incidents from the previous day and considers whether the response of the force has been appropriate.
- HMIC observed that Automatic Vehicle Location Software (AVLS) is not being used to full capability within the FCR to ensure the appropriate allocation of resources and found a culture of 'Ask, not task' operating which is not the most efficient and effective way to deploy resources to incidents.
- 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 examined the arrangements for the Integrated Offender Management scheme, which was in place to manage those offenders likely to cause most harm to the communities. These were found not to be as effective as they could be. The force should aim to standardise its approach to offender management and evaluate the effectiveness of the way it uses the scheme.
- 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.

## 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 the force does not have a thorough understanding of how staff are spending their time. Although some basic management information is available, staff are unclear about what is expected of them.
- 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.
- HMIC found that the forces vision and overall blueprint underpinning the change management programme needs to be clearly defined and shared to establish a common understanding across the force about what the force is trying to achieve.
- The use of mobile devices, (such as tablets and mobile phones) to enable officers to access force systems while on patrol is limited.
- HMIC were concerned that officers reported that they are using their own mobile phone devices for photographing exhibits, crime scenes and victim injuries and for satellite navigation. This presents risks to the organisation around data integrity and security.
- HMIC however noted that the force has plans to purchase and introduce a new IT infrastructure and is setting aside £10m.
- The approach of the Chief Officer Team to change and particularly improving technology and reducing bureaucracy is viewed positively by officers and staff.

Yours sincerely



**Roger Baker**  
**HM Inspector of Constabulary**