Her Majesty's Inspectorate of Constabulary

Baseline Assessment
Cleveland Police

October 2005

Contents

Introduction to Baseline Assessment

This report is the outcome of HMIC's assessment of Cleveland Police's performance during 2004/05, measuring, where appropriate, the force's progress since the initial baseline assessment published in June 2004, and, where such comparison has not been feasible, gauging performance against agreed standards and known good practice.

Baseline assessment has been developed by HMIC to reflect a dynamic performance environment in which the Police Reform Act and the Policing Performance Assessment Framework (PPAF) have had a significant impact. Baseline assessment makes considerable use of self-assessment and grading criteria to produce one of four delivery grades – *Excellent, Good, Fair* or *Poor* – across a broad range of policing activities. In many cases, a 'direction of travel' grade – *Improved, Stable* or *Deteriorated* – is also noted. Baseline assessment is a diagnostic assessment that generates a tailored programme of inspection activity for each force – ie, future inspection activity will be intelligence-led and will reflect the overall performance of the force.

A number of changes were made to the evidence-gathering frameworks for 2004/05, but the core of the assessment is intact. The changes have:

- absorbed some less substantive issues such as prisoner handling into more comprehensive frameworks;
- enhanced coverage of citizen focus/neighbourhood policing issues; and
- differentiated internal diversity issues such as recruitment from outward-facing service quality and fairness policies.

In 2003/04 we used generic criteria to underpin the various grades, but, with the help of Association of Chief Police Officer (ACPO) business area leads and expert practitioners, specific grading criteria were developed to ensure a more reliable and robust approach to grading this year. Last year's gradings sought to reflect and give credit for improvement – and the converse for declining trends – whereas in 2004/05 the delivery grade is essentially a comparison with peers and performance over time is denoted by the direction of travel grade. Where the framework has changed significantly from last year, as is the case with the two diversity frameworks, it is inappropriate to denote the direction of travel. These frameworks will have a direction of travel assessment in future years. Professional Standards is the subject of a full inspection in all 43 forces in autumn 2005 and therefore has not been graded in this report.

Forces and authorities will be aware of work led by HM Inspector Denis O'Connor, in response to a commission from the Home Secretary to advise him on structural issues, which reviewed forces' capability to deliver 'protective services'. These reviews overlapped with baseline assessments in several areas, notably Tackling Level 2 Criminality and Major Crime Investigation, and HMI determined that the baseline grade should reflect the full body of evidence available. In other areas, such as implementation of the National Intelligence Model (NIM), HMIC is working closely with colleagues in the National Centre for Policing Excellence to arrive at consistent assessments of performance.

The delivery grades for each activity are derived from a combination of objective, quantitative evidence and qualitative assessments that seek to contextualise performance. Judgements are based on available evidence of performance in the year 2004/05, but unfortunately, in a small number of areas, end-of-year data was not available at the point (mid-September) when gradings had to be finalised. The main activities affected are Criminal Justice (absence of COMPASS data on file quality, etc) and Fairness and

Equality, where information on stop and search activity is not available. In these cases, the most up-to-date information available is used.

The baseline assessment reports for each force will be publicly available on HMIC's website but, for the first time, the summary results (ie, the delivery gradings and direction of travel gradings) will be combined with forces' results against statutory performance indicators (SPIs) to produce a combined assessment. This combined assessment shows performance for each baseline framework and SPI, then combines the results to produce a headline grading for each of the seven domains in the PPAF. So, for example, performance for the Reducing Crime domain might be expressed as *Good* and *Improved*.

The Local Policing domain is intended to show the impact of deploying police resources to meet local (either force or basic command unit (BCU)-level) priorities. HMIC will assess whether these priorities have been derived appropriately and will gauge success in meeting the relevant objectives. Until the Association of Police Authorities has issued guidance to ensure consistent and robust methods of setting local priorities, an interim approach has been agreed. The tripartite PPAF Steering Group has therefore agreed that, for this year and for 2005/06, the Local Policing domain will consist of HMIC's Neighbourhood Policing framework and SPI 1c – the British Crime Survey-based measure of confidence in the force concerned.

The police service is committed to continuous improvement in the quality of services it delivers to local communities. HMIC shares this commitment and sees its activities as a catalyst for improvement. The response of individual forces to last year's assessment has been highly commendable, and tangible improvement is evident in areas such as call handling and volume crime reduction. But because the comparison in performance terms is with the force's peers (using the most similar force (MSF) groupings), it is possible to improve over time and yet still receive a *Fair* or even *Poor* grade. This is notable in the grades for volume crime reduction and reflects the fact that expectations on forces are high, and that the performance of similar forces is the benchmark. Increasingly, the service is setting itself – or is being set by Ministers – demanding targets for the quality of services it provides; wherever such standards and targets have been set, HMIC will inspect against them.

The Future Development and Application of Baseline Assessment

As the name implies, this assessment represents a baseline against which the force's future performance will be gauged. Using NIM-type risk assessment, HMIC will use the results set out in this report to shape the extent and nature of inspection activity in the coming year. A number of forces will benefit from 'inspection breaks', with only a light-touch validation of their self-assessment in 2006 and an HMI-led assessment of leadership and corporate governance.

While seeking to minimise changes to the structure and content of the baseline frameworks, we will take expert advice on how to tighten them and make them absolutely 'fit for purpose'. Incorporating some of the 'protective services' issues is an important development. An ACPO lead has been identified for each framework area and will have a key role in agreeing the content and specific grading criteria (SGC), and will subsequently be involved in moderating the gradings in summer 2006. The revised frameworks and SGC will be issued together by December 2005.

Conclusion

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

The following forces have been identified as being most similar to Cleveland in terms of demography, policing environment and other socio-economic factors: Merseyside, Northumbria, South Yorkshire, West Midlands and West Yorkshire. When making comparisons in this report, the average performance in this group, known as the MSF group, will be used.

HM Inspector wishes to thank the members of the force and police authority for their assistance in supplying information, conducting self-assessment and setting aside time to speak to HMIC staff. The assessment would not have been possible without their assistance and contribution.

Baseline Assessment 2005 Frameworks			
1 Citizen Focus (PPAF domain A)			
1A Fairness and Equality • Equality of service delivery • Community cohesion • Engaging with minority groups	**1B Neighbourhood Policing and Community Engagement** • Effective mechanisms for obtaining community views • Responding to local priorities • Effective interventions and problem solving with partners and communities • Community involvement with police	**1C Customer Service and Accessibility** • Quality of service to victims and witnesses • Customer care • Responding to customer needs • Accessibility of policing services	**1D Professional Standards** • Investigation of public complaints • Improving professional standards • Combating corruption and promoting ethical behaviour • Reducing complaints and learning lessons
2 Reducing Crime (PPAF domain 1)			
2A Reducing Hate Crime and Crimes against Vulnerable Victims • Partnerships on child protection, reducing race crime, domestic violence (DV) and homophobic crime • Performance in reducing these crimes • Multi-agency police protection arrangements (MAPPA) and sex offenders	**2B Volume Crime Reduction** • Crime strategy • Performance in reducing volume crime • Problem solving • National Crime Recording Standard (NCRS) compliance	**2C Working with Partners to Reduce Crime** • Basic command unit (BCU) support for crime and disorder reduction partnerships (CDRPs) • Drugs prevention/harm reduction • CDRP crime reduction performance	
3 Investigating Crime (PPAF domain 2)			
3A Investigating Major and Serious Crime • Detection rates for murder, rape and other serious crime • Integration with overall crime strategy • Compliance with Association of Chief Police Officers (ACPO) murder manual • Early identification of critical incidents that may escalate into major inquiries	**3B Tackling Level 2 Criminality** • Crime that crosses BCU and/or force boundaries • Support for regional intelligence and operations • Asset recovery (Proceeds of Crime Act (POCA)) • Effective targeted operations • Quality packages to National Criminal Intelligence Service (NCIS)	**3C Investigating Hate Crime and Crime against Vulnerable Victims** • Investigation/detection of child abuse, race crime, DV and homophobic crime • Integration with overall crime strategy • Joint training (eg with social workers) and investigation	
3D Volume Crime Investigation • Crime strategy • Crime recording • Investigative skills, eg interviewing • Automatic number plate recognition (ANPR) • Detection performance	**3E Forensic Management** • Specialist scientific support • Use of National Automated Fingerprint Identification System (NAFIS), DNA, etc • Integrated management of processes • Performance in forensic identification and detection	**3F Criminal Justice Processes** • Quality and timeliness of case files • Custody management/prisoner handling • Youth justice • Police National Computer (PNC) compliance	

4 Promoting Safety (PPAF domain 3)		
4A Reassurance • Operational activity to reassure communities • Use of media to market success • Uniformed patrol and visibility • Extended police family • Performance in reducing fear of crime	**4B Reducing Anti-Social Behaviour (ASB) and Promoting Public Safety** • Non-crime activities of CDRPs and other partnerships • Use of ASB legislation, tools, etc • Road safety partnerships • Emergency planning	
5 Providing Assistance (PPAF domain 4)		
5A Call Management • All aspects of call handling and call management • Initial incident response • Early identification of critical incidents • Performance in answering and responding to public calls	**5B Providing Specialist Operational Support** • Management of central operational support • Police use of firearms • Capability for policing major events/incidents	**5C Roads Policing** • Effectiveness of arrangements for roads policing • Integration/support for other operational activity
6 Resource Use (PPAF domain B)		
6A Human Resource (HR) Management • HR strategy and costed plan • Key HR issues not covered in 6B or 6C • Health and safety • Performance in key HR indicators	**6B Training and Development** • Costed training strategy and delivery plan • Key training and development issues	**6C Race and Diversity** • Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability • Performance in meeting key targets
6D Resource Management • Resource availability • Effective use of resources to support front-line activity • Devolved budgets • Finance, estates, procurement and fleet management functions	**6E Science and Technology Management** • Information systems/ information technology (IS/IT) strategy and its implementation • Programme and project management • Customer service • Adequacy of key systems • Business continuity/disaster recovery	**6F National Intelligence Model (NIM)** • Extent to which structures, processes and products meet NIM standards • Integration of NIM with force planning and performance management • Use of community intelligence • Application of NIM to non-crime areas
7 Leadership and Direction		
7A Leadership • Extent to which the chief officer team is visible and dynamic, sets and upholds a vision, values and standards, promotes a learning culture, and sustains a well-motivated workforce • Effectiveness of succession planning • Promotion of corporacy	**7B Strategic Management** • Integrated strategic planning framework • External communication/consultation • Relationship with local police authority (PA) • Police reform implementation • Internal communication/consultation • Programme and project management • Management of reputation/public expectations	**7C Performance Management and Continuous Improvement** • Effective performance management structures and processes at all levels • Quality and timeliness of performance/management information • Internal inspection/audit/quality assurance (QA) systems • Effectiveness of joint force/PA best value reviews (BVRs)

Force Overview and Context

The Cleveland Police area covers approximately 595 square kilometres and has a population of over 554,000. The resident black and minority ethnic (BME) population was estimated to be 1.9% of the total population in the 2001 census.

On 8 February 2005, the force employed 1,691 police officers, 874 police staff and 79 police community support officers (PCSOs) and there were 88 special constables. The force is committed to maintaining police officer numbers. Police officers will be redeployed, where appropriate, to front-line duties and the police family will be broadened to include more PCSOs and special constables as well as community safety accreditation schemes.

The Cleveland Police area is divided into four policing basic command units (BCUs), known locally as districts. There are four unitary local authorities (Hartlepool, Redcar and Cleveland, Stockton, and Middlesbrough) within the force area and their boundaries are coterminous with the boundaries of its BCUs.

This year has seen financial close of the force's Action Stations project. This is a private finance initiative (PFI) that will provide a state-of-the art central custody suite and district headquarters in Middlesbrough, new district headquarters in Langbaurgh and new police offices in South Bank and Redcar. The project will not only increase cell capacity and improve working practices; it will provide better access for the public and promote community policing. The first facilities will be available at the end of 2006, with the new Middlesbrough district headquarters expected to be completed by the end of January 2007.

The annual revenue budget for the force (2005/06) is set at £114.8 million. Financial management within Cleveland Police is highly devolved, with budgets devolved to the most appropriate level.

The force is responsible for policing a predominantly urban, densely populated area, closely resembling metropolitan authorities in socio-economic characteristics and policing needs. All four territorial districts have large areas of socio-economic deprivation; 38 of the 92 wards in the force area are in the top 10% of the most socially deprived wards in the country (2004 data).

Two prisons are situated within the force area, HMP Kirklevington and HMP Holme House. The former prepares long-term detainees for release back into the community while the latter, built to Category A standard, acts as a local holding establishment for over 800 inmates.

The Cleveland area is a major production centre for the chemical industry, which results in the large-scale transportation by road, rail and sea of hazardous substances. The chemical industry remains a key economic factor and presents the force, other emergency services and partners with a significant major incident risk.

The force's rural areas border the North Yorkshire Moors, offering great beauty and scope for leisure activities. The industrial heart of the area has a strong infrastructure that is well served by the transport network, including an international airport. The area supports many leisure facilities, including Premier League and First Division football. Each of the four districts hosts town centres offering quality shopping by day and a lively night-time economy. The coastline includes the highest sea cliffs in England and part of the Captain Cook Heritage Trail.

The force has been working with the Home Office police standards unit (PSU) since spring 2004. Together they have devised and implemented Operation Delivery, a comprehensive action plan to focus upon crime reduction and crime investigation within Cleveland. This work is ongoing and is having a positive impact in both areas.

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

1   Citizen Focus (Domain A)

While an independent advisory group (IAG) exists at force level, currently there are no parallel structures at district level although the intention is that these are to be developed.

The force has fostered close working relationships with the four local authorities that make up the force area and there is evidence that multi-agency/community co-operation is effective. The force is in the process of developing a neighbourhood policing model, and a pilot for the delivery of service to deprived areas has been evaluated and deemed successful.

A 25-year private finance initiative (PFI) has commenced. This will provide new estate facilities by 2008.

1A   Fairness and Equality

Fair

Strengths

- Consultation has brought about the attendance of recruitment officers at local community centres and places of worship, the creation of a community handbook, and a multi-faith calendar of festivals.

- The policing plan is available in six key languages.

- Members of the force IAG represent diverse minority groups from the force area, for example BME and disabled groups. The Chief Constable and the deputy chief constable (DCC) have a key role in the IAG.

- Consultation groups exist with members of the lesbian, gay, bisexual and transgender community, asylum seekers and the travelling community.

- Each basic command unit (BCU) has a dedicated minority liaison officer in post. These officers have succeeded in creating strong links with diverse groups in the local community.

- The force quality of life survey and user satisfaction surveys capture the ethnicity of respondents (using the Home Office 16+1 classification), allowing more detailed analysis into the needs and expectations of diverse communities. The quality of life survey also captures information on religion, sexuality and other socio-economic factors.

- The recommendations of the Macpherson Report have been implemented by the force.

- There is a dedicated race and equality trainer who has an overview of the race equality scheme (RES). Consultation with members of the community has directly resulted in changes to staff training and the creation of a 'buddy scheme'.

- All staff receive a training input on the Race Relations Act 2002.

- The performance of the RES is reviewed on a regular basis by the DCC and by the diversity strategy group. Issues are raised at the IAG with external community members.

- The RES has a page on the force internet site. Monthly updates with regard to the RES are provided via the service improvement plan and are made available to diversity strategy group members.

- External consultation is carried out on force policies as per the RES. Quarterly updates on the progress of the RES are provided to the police authority.

- The percentage of victims of racist incidents very/completely satisfied with the overall service provided was 54.5% in 2004/05, which this places the force 2nd in its most similar forces (MSF) group and 15th out of 37 respondent forces nationally.

- Racially or religiously aggravated offences per 1,000 population was 0.45 in 2003/04 and 0.52 in 2004/05. The MSF average was 0.79, placing the force 2nd in the MSF group and 25th nationally where the average was 0.70.

Areas for Improvement

- In each district there are race consultation groups who monitor the impact of policy. The intention is to develop district IAGs that will work alongside the race consultation groups. The Chief Constable's annual plan contains an update on the RES.

- Currently, IAGs at district level are not in place but it is intimated that they are developed. It is suggested that their development at the local level will assist the force in identifying tensions within the community, possibly resulting in increased levels of confidence from diverse groups and their confidence to engage more closely, particularly in respect of the reporting of hate crime.

- The difference between satisfaction of white users and users from BME groups with respect to the overall service provided is 6.72 percentage points, where the average of the MSF group was 10.7 and nationally it was 11.3 percentage points.

- The percentage difference in violence against the person detection rates between white victims and BME victims was 8.03 percentage points, which is higher than the MSF average of 5.18 percentage points but lower than the national average of 9.21 percentage points.

1B   **Neighbourhood Policing and Community Engagement** | **Fair** | **Improved** |

Strengths

- The force's strategic intention for community policing is to strengthen community engagement. This is contained in the operational policing framework and links directly with the Putting People First initiative.

- The promotion of community cohesion forms part of the force and district strategic assessments, as evidenced by the race and diversity audit

- A community cohesion officer at inspector level has been appointed; he works within the diversity unit and is currently networking with a view to tying in more closely to the local authorities. The strength of the approach is that it provides both internal and external linkages.

- All four of the operational policing districts work towards maintaining and developing Neighbourhood Watch and other 'watch' schemes. The Stockton BCU attracted 800 new participants to the scheme during 2003/04.

- The performance of each district is discussed at crime and disorder reduction partnership (CDRP) level with regular performance reviews, against priorities, in conjunction with partner agencies

- The four districts, whose boundaries are coterminous with the local authority areas, provide information to the public via council publications such as newspapers.

- A street in Stockton town centre, notorious as a hotspot for disorder and violent crime, is now 'gated' at night as a result of a multi-agency initiative (Operation Tranquillity) carried out in consultation with licensees, owners of fast-food outlets and the night-time community. As a result, violence and disorder in the area has reduced by 55%.

- In all four policing districts, community officers are based in local communities, often in shared premises and, where relevant, are co-located with police community support officers (PCSOs) and neighbourhood wardens. The monthly performance review (MPR) process is the mechanism used in each policing district to monitor and manage the abstraction of community officers from their areas.

- Partner agencies, for example the fire service, local authorities and wardens, are involved in and deployed to varying extents by the tasking and co-ordination group (TCG) meetings.

- The force is involved in a wide variety of consultation and support groups, including asylum seekers, survivors of murder and manslaughter, gay and lesbian groups.

- Statistically representative sample sizes are now employed by the force for postal surveys. Members of the public can also complete a questionnaire or make comments at the 'Have Your Say' section on the force website. These comments are collated by the consultation officer and used, together with other results, to inform the force planning process. The force web page 'Have Your Say' includes feedback from consultation activities.

- The force has a media strategy, supported by an independent media specialist, and

operates a proactive press office, which utilises voice bank technology and has out-of-hours availability via an on-call rota.

- The force-wide Operations Sabre and Clean Sweep have both been centred around community concerns and community intelligence

- The force has fully met the statutory obligations that form part of the Freedom of Information Act 2000 , and has a dedicated team to deal with requests for information.

- The force operates a comprehensive internet site that contains information about policing performance and activity in the force area, together with crime prevention advice and electronic copies of publications produced by the force.

- Active Intelligence Mapping in Middlesbrough is a multi-agency meeting comprising key operational managers (chaired by borough council officers) which provides a 'here and now' intervention to quality of life issues of local concern. This provides a framework to increase community and multi-agency co-operation to tackle crime and anti-social behaviour at a force level.

- Stockton and Middlesbrough CDRPs achieved Beacon status in the 2004 Local Government Awards. The force has embraced opportunities to commit officers to working closely with partners through schemes such as the Burbank Policing Priority Area in Hartlepool.

- The force recently sent a leaflet to every household in the force area, which provided a summary of the local policing plan.

- The force employs a consultation officer whose role is to ensure that the force consultation strategy is implemented and to collate the outcome of consultation and feed it into the planning cycle.

- Community intelligence is processed and employed in the same ways as criminal intelligence within the National Intelligence Model (NIM) framework and can be received from neighbourhood wardens and local authority or partnership anti-social behaviour units in any of the force's policing districts.

- Community impact assessments (CIAs) are carried out, where appropriate, at a BCU level in response to incidents of serious crime and disorder and are viewed by the assistant chief constable (ACC) (territorial operations).

Areas for Improvement

- The Burbank Policing Priority Area work has been independently evaluated and adjudged successful; an action plan has been developed. The force has acknowledged that the model is appropriate for deprived areas; however, it will not become the force model.

- The force is looking to expand its current volunteer arrangements, which are already running successfully in the Hartlepool and Langbaurgh districts, where volunteers are used to provide an enquiry desk facility at outlying police stations.

- The Chief Constable has undertaken to make information technology (IT) facilities available to all officers. This has been achieved and work will soon be under way to enhance the provision of data to remote locations to ensure that community-based officers have improved access to all relevant information.

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- The force is developing a Community Warden Accreditation Scheme in conjunction with Durham police. To date, this has resulted in the accreditation of 160 local authority wardens, and an overall improvement in warden skills and in the level of multi-agency working. The scheme was launched in January 2005.

1C Customer Service and Accessibility

Fair	Improved

Strengths

- The force maintains vulnerable adult and child protection units, which provide support and advice during the course of relevant investigations.

- The force control room is shared with the Tees, East and North Yorkshire Ambulance Service. It is co-located within the force communications centre at police HQ.

- The force approach to customer care issues is embodied by the Chief Constable's Putting People First initiative, as detailed in the force's operational strategy. This initiative has the clear support of the force executive and has been promoted by means of a major marketing campaign.

- The force-trained witness liaison officers and the witness care unit adhere to the standards set out in the victims' code. The witness care unit provides a single point of contact for victims and witnesses.

- The force standard for witness care states that every witness is provided with a copy of the leaflet *Giving a witness statement to the police – what happens next?*

- The results of statutory victim surveys are presented to the executive performance group every quarter. This information is used to improve service delivery.

- The force fully complies with the guidance issued by the Home Office, the Association of Chief Police Officers (ACPO) and the Association of Police Authorities (APA) in relation to the conduct of monthly statutory surveys of victims of crime. The force also ensures that this guidance is taken into account in the conduct of other surveys, for example the quality of life survey.

- Details of cases are transferred electronically from the crime bureau to Victim Support within two days.

- The percentage of victims of domestic burglary, violent crime, and vehicle crime and road traffic collisions very or completely satisfied with respect to making contact with the force was 67.6 % during 2004/05. The MSF average was 66.6%, placing the force 3rd in its MSF group and 22nd out of 37 respondents nationally, where the average was 65.3%.

Areas for Improvement

- The force has embarked upon a 25-year PFI in partnership with Reliance Security, which will provide new estate facilities by 2008. The new facilities will include a 50-cell capacity for the Teesside area of the force, new district headquarters for Middlesbrough BCU, and refurbishment of the existing enquiry desk and cell area at Hartlepool BCU headquarters.

- The DCC is the lead executive member for quality of service issues and recently commissioned research in order to assess the impact of the Government's quality of service commitment for the Police Service. As a result of this, a working group has been established in order to prepare for and implement a plan by early 2005.

- The local policing plan 2004/05 contains an undertaking to provide feedback to those members of the public who offer assistance by contacting the police. This will be implemented by means of the exploitation of new technology in the call-handling centre.

This development is in direct response to customer views obtained through community consultation.

- The percentage of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions very or completely satisfied with respect to action taken was 54.3% in 2004/05, placing the force 4th in its MSF group and 26th out of 37 respondents nationally, where the average was 54.4%.

- The percentage of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions very or completely satisfied with respect to being kept informed of the progress was 36.2% during 2004/05, placing the force 5th in its MSF group and 29th out of 37 respondents nationally, where the average was 38.4%.

- The percentage of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions very or completely satisfied with respect to their treatment by staff was 67.5% (2004/05), placing the force 5th in its MSF group and 30th out of 37 respondents nationally, where the average was 68.8%.

- The percentage of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions very or completely satisfied with respect to the overall service provided was 54.2%, which places the force 5th in its MSF group and 29th out of 37 respondents nationally, where the average was 55.2%.

- The percentage of police authority buildings open to the public which are suitable for and accessible to disabled people is 21.9%, which places the force bottom in its MSF group where the average is 74.6% and 37th out of 38 respondent forces nationally, where the average is 77.3%.

1D Professional Standards

HMIC has a statutory responsibility to remain fully informed as to the effectiveness of forces' handling of complaints. Following the transition to baseline assessment, and the high-profile outcomes of three separate national inquiries, HMIs identified the need for a focused inspection of professional standards (including complaints) in each force to provide a robust comparative baseline for ongoing assessments of progress.

In October/November 2005, every force will undergo a focused inspection of professional standards. The programme has been designed in conjunction with ACPO, the APA, the Home Office and the Independent Police Complaints Commission to ensure that the respective interests of each are addressed and that duplicative inspection activity can be avoided.

The programme of inspections will produce separate public reports and gradings for each force and, in addition, a national thematic inspection report that will consolidate themes, trends and transferable good practice. In view of the scale and timing of the full programme of inspections, the 2004/05 grading for professional standards has been deferred to 2006. As a result, there is no professional standards framework content within this report.

2   Reducing Crime (Domain 1)

The significantly strengthened approach to performance management adopted by the force has started to deliver substantial reductions in the levels of crime recorded across the force area. However, the base position from which the force began these reductions was considerably above those of its peers. While the overall percentage reductions in crime achieved to date are considerable, the comparative position of the force against its peers in terms of crime levels per 1,000 population has changed little.

The force works very closely with the four CDRPs within its area and there is ample evidence of effective co-operation and high-quality partnership activity.

HMIC considers that enhanced partnership activity and greater concentration within this critically important area of business have the potential to deliver further reductions in crime, and emphasises the need to increase focus within this area.

2A   Reducing Hate Crime and Crimes against Vulnerable Victims

Fair	Improved

Strengths

- Hate crime has been identified as a primary issue for tasking and co-ordination at levels1 and 2 and within the force strategic assessment. Hate crime is investigated at whatever level is appropriate and enquiries may include the appointment of a senior investigating officer (SIO).

- The domestic violence multi-agency response has resulted in the establishment of two domestic violence perpetrator workers and an associated programme Making Men Accountable. It has also assisted in the development of BCU 'Top 10' domestic violence perpetrator procedures to identify those offenders who repeatedly come to notice and impact greatly on repeat victimisation.

- A high-profile example of partnership working was the media work undertaken by the force prior to the England international football match at the Riverside Stadium. This was in support of the Kick Racism out of Football campaign which received international acclaim.

- On a force basis, the work of the local community safety departments is supported centrally by the community development department, which has a dedicated officer for hate crime.

- All probationary officers receive awareness training with regard to child protection issues; all officers receive regular updates by means of briefings by child protection officers.

- Hate crime is a standing agenda item on the force community safety user group, which is chaired by the head of community development. At group meetings, incidents are monitored, trends identified and best practice disseminated throughout the force.

- The child protection unit (CPU) has close working relationships with other agencies and internal service units where clear operating protocols are in place to prevent and detect child abuse. Regular multi-agency meetings and child protection conferences are held. CPU officers attend public protection meetings where relevant.

- Access to vulnerable persons and child protection IT systems is available 24 hours a day via the force communications centre and the CPU addresses of children 'at risk' are highlighted on the intergraph/despatch system.

- Domestic violence procedures and guidance are available on the force intranet in the manual of guidance.

- At a force level, a multi-agency domestic violence reduction steering group meets bi-monthly to discuss issues and identify and support projects to reduce the incidence of domestic violence. In addition, BCUs have similar working groups to promote and resolve domestic violence issues.

Areas for Improvement

- While there is no overarching hate crime reduction policy, the force has established a domestic violence Gold group, chaired by the ACC (territorial operations) who is also the force 'champion' for hate crime reduction. Through the MPR process, the ACC holds the district commanders to account for hate crime performance.

- In 2004, an independent review of the force's response to domestic violence was carried out. This resulted in 51 recommendations and is being driven forward by the force domestic violence action group. The work following the review is ongoing.

- The police team from the vulnerable persons unit is co-located with other agencies and a joint team is planned for the future.

- The current policing plan does not specifically include the issue of child abuse as a priority.

- The percentage of reported incidents of domestic violence that involved victims of a reported domestic incident in the previous 12 months is 60.7%, placing the force 5th in its MSF group and 33rd out of 35 respondents nationally, the national average being 42.7%.

2B   Volume Crime Reduction

Poor	Improved

Strengths

- The police authority has recently publicly congratulated the force for the 'quite outstanding' performance figures delivered in the current financial year.

- The ACC (crime and support) chairs and drives the strategic performance group and other key forums (detection surgery, volume crime task group, etc).

- The ACC (territorial operations) takes the force lead on problem-orientated policing (POP) and has responsibility for ensuring a corporate approach. He meets with all district POP co-ordinators regularly to ensure that good practice is rolled out across the force. Each POP co-ordinator has responsibility for the evaluation of all registered 'problems' currently identified within the force area.

- Central support for the crime reduction process ensures that resources are effectively deployed across district boundaries. This approach has led to a number of high-profile and successful policing operations, eg Sabre (crime reduction), Dealer a Day (drugs) and Turn-up (warrants).

- Force champions are identified at superintendent level for areas of volume crime, including burglary, auto crime, robbery, violent crime, drugs and domestic violence.

- During 2004, the force hosted a conference on alcohol-related issues. This was led by the DCC and attracted national interest.

- The crime directorate has produced a corporate policy document *The Investigation of Volume Crime* which sets out the process of volume crime investigation and the minimum investigative standards to be applied.

- The force and BCUs are NIM compliant, and crime reduction and detection activity is driven (at a strategic level) through the strategic assessment process. Chaired by the Chief Constable, district control strategies are, in turn, driven through the management team to supervision and front-line officers.

Areas for Improvement

- The Force re-launched the Problem Orientated Policing (POP) model in 2004. Under the vision of 'Putting People First' problem solving remains a central strand of Force policy and practice. By way of reviving POP, each district has appointed a Problem Solving co-ordinator to deliver POP training to staff and disseminate good practice . A POP coordinator has also been appointed to the communications centre.

- The Volume Crime Model is currently being piloted in the Hartlepool District and is evidenced as working well. The Model was implemented in January 2005. Since its inception there has been a dramatic increase in detection rates within that area.

- The overall percentage change on the previous year of overall recorded crime is -9.8% which places the force 12th nationally, however in terms of overall crime per 1000 population it has 124.37 crimes per 1000 population placing it 36th nationally.

- The overall percentage change on the previous year of domestic burglary is -30.1%

placing the force 3rd nationally. The number of domestic burglaries per 1,000 households has decreased from 27.96 in 2004 to 19.71 in 2005 and places the Force 5th within the MSF and 39th nationally.

- The overall percentage change on the previous year of violent crime is +15.1% placing the force 31st nationally. The number of violent crimes per 1,000 population has risen from 20.41 in 2004 to 24.08 in 2005 which places the Force 4th in its MSF and 34th nationally.

- The overall percentage change on the previous year of robberies is -35.3% placing the force 2nd nationally. The number of robberies per 1,000 population has decreased from 2.44 in 2004 to 1.62 in 2004/5 which places the Force 5th in its MSF and 37th nationally.

- The overall percentage change on the previous year of vehicle crime is -20.9% placing the force 10th nationally. The number of vehicle crimes per 1,000 population has decreased from 22.53 in 2003/4 to 18.26 in 2004/5 which places the Force 4th in its MSF and 35th nationally.

2C   Working with Partners to Reduce Crime

Good	Improved

Strengths

- There is evidence, as confirmed by partners from across the force area, of effective partnership working in terms of crime and disorder reduction, eg Operation Clean Sweep in Hartlepool and the use and deployment of the Active Intelligence Mapping system in Middlesbrough (which is being examined by the police standards unit (PSU) as potential good practice).

- At a force level, the ACC (territorial operations) sits on the force partnership board (Safe in Tees Valley) alongside the four district commanders in Cleveland (plus one from Darlington – Durham South BCU). This effectively forms the corporate community safety arm of the force.

- Hartlepool has a drugs intervention programme called the Dordrecht scheme, which is based on the Dutch model and is identified as good practice due to the integrated approach from all partners. Its approach includes lifestyle changes for persistent drug offenders.

- All four BCUs have merged their drug action teams within the CDRPs; examples of improved efficiency and partnership working have been evidenced.

- The force has worked hard to strengthen partnerships with drug action teams and other agencies to break the cycle of drug abuse. Among the initiatives carried out are Addaction, where the force and the national drug and alcohol treatment charity AFFACTION set up a pioneering scheme to help drug addicts and to protect the public.

- Operation Warrior, the Stockton-based initiative, won the Home Office Tackling Drugs award for the best national, middle-level targeted drugs operation and has been praised as an example of best practice that other forces should follow. Almost £1 million worth of drugs were seized, £220,570 in cash and 85 people arrested. In addition, confiscation orders were made totalling £50,000 in cash and valuables.

- The Chief Constable meets regularly with the chief executives of the local authorities in order to discuss pertinent partnership issues. District commanders are lead members of local strategic partnerships.

- The Dealer a Day initiative has been in operation in the Middlesbrough BCU for two years and in the Langbaurgh BCU for one year. Since its launch in December 2001, some 934 people have been arrested and drugs with a street value of £917,508 have been recovered. Officers have also seized £206,367 in cash.

Areas for Improvement

- The force partnership board, which interfaces with the Safe in Tees Valley initiative, is currently pursuing a number of projects, eg community safety accreditation, the use and deployment of PCSOs, and a burglary reduction initiative (an added bonus is that these initiatives reinforce the importance of corporacy across the force).

3 Investigating Crime (Domain 2)

Working closely with partners, the force has substantially improved its performance within this area of business; however, its comparative performance against peers has not changed significantly.

The force is assessed as being strong in terms of its ability to investigate major and serious crime, while its performance in other areas of crime investigation is viewed as being sound.

Forensic support to crime investigation provides a mixed picture in terms of performance, with some aspects being viewed as strong but others showing scope for improvement.

The force has made some advances in terms of its performance in respect of criminal justice, but its Narrowing the Justice Gap targets have not been achieved. Evidence has emerged that administrative procedures need to be tightened and this is taking place.

3A Investigating Major and Serious Crime

Good

Strengths

- At the conclusion of all investigations, a closure report is prepared by the SIO, which is included on the Home Office Large Major Enquiry System (HOLMES). Any identified good practice is disseminated to staff through the team brief, the force intranet, manual of guidance, policy documents and supervision meetings.

- The force has major investigation teams (MITs) in place. When not involved in MIT work, their staff are used productively on level 2 activity. Each BCU has a dedicated HOLMES room for their use. In addition, there is a supporting infrastructure at force headquarters.

- Unresolved investigations are the subject of cold case review by the MITs. This has resulted in some investigations being successfully concluded (eg a 15-year-old rape investigation that is pending court proceedings). The force also uses external consultants to review cold case murder investigations, eg three murders of prostitutes.

- All training is conducted in line with the MIRSAP (major incident room standardised administrative procedures) manual and national agreed standards.

- CIAs of major crime incidents are completed as per MIRSAP and the murder investigation manual. CIAs are also used for serious, non-crime, matters, eg the Asian tsunami, where the IAG was consulted.

- The force has two dedicated SIOs who are both trained to the national standard. Other officers at superintendent, inspector and sergeant rank have also completed the national training package.

- The force has its own major incident room training capability which enables the continuing monitoring of numbers of trained staff and provision of ongoing training throughout the year. It is force policy that all inspectors receive a forward command course, which includes training regarding the supervision of crime scenes.

- All operational police officers receive training inputs from the criminal investigation department (CID), the forensic science service (FSS) and the scenes of crime officer

(SOCO) to promote scene awareness.

- The number of murders per 10,000 population has decreased from 0.108 in 2003/04 to 0.09 in 2004/05; this places the force 1st in its MSF group and 18th nationally. The force returned a 100% detection rate for these offences in 2004/05.

Area for Improvement

- The force is engaged in an ongoing programme of training for tier 5 investigative interviewers.

3B   Tackling Level 2 Criminality

<div align="right">

Fair

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Strengths

- The force has embraced the Proceeds of Crime Act (POCA) at all levels and has created a dedicated financial investigation unit, which deals with level 1 and level 2 referrals and National Criminal Intelligence Service disclosures. Each district has seconded a financial investigator for 12 months to the unit. District crime managers are accredited 'authorising officers' under POCA.

- The force works closely with a number of agencies, particularly in respect of Operation Reflex working with the UK Immigration Service, the National Crime Squad (NCS) and HM Revenue & Customs, and receives intelligence from these agencies on a regular basis. Joint operations have been carried out involving HM Revenue & Customs, the UK Immigration Service and Trading Standards, eg Operation Strongbow (distraction burglaries and artifice crime).

- A weekly meeting takes place to discuss level 2 intelligence and operations and allocation of resources as appropriate; this is chaired by the director of intelligence who allocates actions with clearly defined timescales.

- The ACC (crime and support) is the NIM champion, while the head of crime and operations sits on the regional tactical TCG. He is also a member of the regional heads of CID group, which ensures effective intelligence sharing and the management of joint operations.

- Cross-border operations have taken place in relation to automatic number plate recognition (ANPR), in particular targeting distraction burglars and Class A drugs couriers, involving all forces in the ACPO North East region.

- The force has staff seconded to the regional drugs intelligence unit and the regional asset recovery team, with operational outcomes evaluated at the level 2 TCG meetings.

- Proactive targeting of serious and organised crime is managed by the level 2 TCG process and undertaken by a number of units.

- A force drugs strategy is in place with clearly identified objectives. The head of crime and operations is the force's drugs champion. He leads as the chair of the four-BCU reducing supply group and is also a member of the force Gold group. In addition, he is leading on implementing the recommendations of the PSU-driven review of drugs.

- A strategic problem profile regarding Reflex was published in June 2004, identifying key themes and threats within the force area and a number of organised facilitators and teams, which received very positive feedback from the Reflex secretariat and has been identified as an example product to a number of other forces.

- The force intelligence bureau (FIB) includes a number of analytical staff and field intelligence officers who undertake intelligence development and analytical work in respect of serious and organised crime as above. A recent business case was successful and resources have now doubled on the organised crime unit to 15 detective constables, three detective sergeants and one detective inspector.

- The force has dedicated surveillance capability to support the organised crime unit and

the operational districts at level 2.

- The percentage detected trafficking in controlled drugs offences has decreased from 95.7% in 2003 to 94% in 2004. This places the force top of its MSF group and 19th nationally.

- The number of trafficking in controlled drugs per 1,000 population has risen from 0.50 in 2003/04 to 0.69 in 2004, which is slightly higher than the MSF average of 0.53 and the national average of 0.45.

- The number of forfeiture orders in 2003/04 was 34 and in 2004/05 it was 26; the MSF average is 13.2 for the same period and nationally the average is 18.21.

Areas for Improvement

- The force has submitted bids to the PSU to fund further level 2 ANPR work and develop its 'intelligence vision'. It has undertaken successful cross-border work with Durham Police in ANPR operations, such as the bogus official offences which have seen a rise in detections from 3% to 37%.

- The force has identified an emerging gap at level 3 and is focusing attention on pre-empting the issues of kidnap investigations being left to forces when the Serious and Organised Crime Agency comes on stream. A plan is in preparation on how the force will tackle the issue internally.

- The total number of financial investigations conducted in 2003/04 is 39; this is below the MSF average of 134.6 and the national average of 149.7.

- The number of confiscation orders in 2003/04 was 5 with a total value of those orders being £52,560, increasing to 26 in 2004/05 with a value of £142,847; this compares with the MSF average value of £384,151 and the national average value of £1,179,340.

- The total value of the forfeiture orders in 2003/04 was £17,842. This is below the national average of £79,822 and the MSF average of £55,684.

3C	**Investigating Hate Crime and Crimes against Vulnerable Persons**	**Fair**	**Stable**

Strengths

- Following an external review of domestic violence procedures, a domestic violence Gold group was established to improve the force response to domestic violence incidents.

- The ACC (territorial operations) is the lead officer for hate crime issues and carries out an MPR with BCUs which includes performance statistics in relation to domestic violence and hate crimes/incidents.

- All relief inspectors check that the details contained on a domestic violence incident report correspond to those within the incident log on the active queue. This ensures that National Crime Recording Standard (NCRS) requirements are complied with.

- Work has been undertaken with local voluntary agencies and with the University of Teesside in order to improve response to incidents of domestic violence involving BME victims (NERIS report).

- Links have been created with the Northumbria and Durham forces in order to create a third-party system for reporting hate crime and the True Vision initiative has been developed to complement this.

- Force policy on racist incidents has recently been reviewed in line with ACPO guidance. This review was carried out with the assistance of external IAG advisers.

- Racially motivated incident surveys are carried out on a monthly basis and all hate crime form submissions are centrally monitored.

- Any report of a homophobic or racist incident is assessed by the community safety department at each BCU to ensure that procedures have been complied with. In addition, the community safety inspector reviews the investigation and ensures that any remedial work is carried out.

- The managing diversity course covers the full range of race and diversity issues, including race, religion, gender, disability and asylum. In addition, all detectives receive training within the initial crime investigators' development programme course on hate crime.

- Hate crime is a compulsory issue to be raised at level 1 and level 2 tasking and co-ordination meetings. This ensures that intelligence gathering at all levels is utilised to inform the process.

- Case files are clearly marked to denote any racist incident, and force procedures are in place to identify vulnerable and intimidated witnesses. This includes the launch of the No Witness, No Justice initiative in conjunction with the Crown Prosecution Service (CPS) and Victim Support.

- At BCU level, supervisors and community safety departments closely monitor hate crime investigations. In addition, all such incidents are automatically referred to the victim support service, and the minority group liaison officer at the relevant BCU contacts the victim to ensure that the investigation has been conducted diligently and that support

agencies have been in contact.

- Hate crime awareness training is provided on the force's Managing Diversity course, which is mandatory training for all officers and police staff. Attendance at this course is linked to officers' competency and special priority payments.

- The Langbaurgh district has an email-based early warning system for local councillors to inform the force of significant issues which might occur in respect of local CIAs.

- The percentage of domestic violence incidents with a power of arrest where an arrest was made related to the incident was 69.4% in 2004/05. This was an improvement of 2% on 2003/04. The national average is 54.6%, which places the force 15th out of 28 respondents nationally.

Areas for Improvement

- The force is about to change its structure within child protection issues by introducing a vulnerable persons unit that will incorporate child protection, domestic violence and racially aggravated offences.

- Currently, the domestic violence IT system is a stand-alone facility and staff have to submit further information to the intelligence unit via 5x5x5 reports or other reporting systems. The development of the IRIS domestic violence intelligence system later this year will directly link domestic violence intelligence to all other intelligence.

- The Centrex domestic violence training modules and NCRS awareness training are being rolled out to all operational staff, including communications staff. At present over 800 front-line staff have received the necessary inputs.

- The percentage detected of racially or religiously aggravated offences has increased from 28.3% in 2003/04 to 33% in 2004/05, which places the force 4th in its MSF group and 35th nationally. The national average is 36.4%.

3D   Volume Crime Investigation

Poor	Improved

Strengths

- The force ANPR team made 150 arrests per full-time equivalent, placing it 5th out of 23 pilot forces.

- ANPR deployment is embedded within the force tasking and co-ordination processes and is a valuable tactical option in combating volume crime.

- An ANPR steering group meets quarterly and is led by the ACC (crime and support). The group identifies past effectiveness and directs future development.

- The force has the regional lead on investigative interviewing and on professionalising the investigative process. The delivery of training on a regional basis for certain tiers is now being negotiated between regional heads of training.

- POCA training has been delivered widely and in excess of 50 presentations have been made, with posters and *aides-memoire* produced and circulated force-wide. Operational officers are aware of the cash seizure legislation and a database of all cash seizures is maintained at a force level.

- There are force policies on the investigation of volume crime and major crime. Developments in this area form part of Operation Delivery, which is the PSU action plan within the force in respect of volume crime investigations.

- The force has embraced the NIM and was found to be compliant.

- There are trigger plans to drive the initial investigation of distraction burglaries. These have been widely circulated and are readily available to staff.

- There is an investigative interviewing section on the force intranet. Operational officers have been made aware of the site's existence and are actively encouraged to use it.

- The force operates prisoner-handling teams in all four BCUs, to reduce abstractions from patrol and improve the quality of investigations.

- The force piloted burglary investigation packs in the Hartlepool district under the sponsorship of the PSU and, following successful evaluation, has introduced them force-wide. Similar packs to aid the investigation of robbery have also been introduced and there are further plans to develop one for violent crime.

- The percentage rate of sanctioned detections of domestic burglaries has improved from 11.8% in 2003/04 to 14.8% in 2004/05. This placed the force 3rd in its MSF group and 23rd nationally.

- The percentage detected of domestic burglaries has increased from 12.5% in 2003/04 to 16% in 2004/05, which places the force 4th in its MSF group and 26th nationally.

Areas for Improvement

- In its NCRS audit during 2004, the force was graded Red. It asked for an interim audit, the results of which confirm that compliance has improved to Amber. A comprehensive action plan has been implemented with the assistance of the PSU and is subject to weekly monitoring by the ACC (crime and support).

- The force is in the process of implementing Operation Delivery, a comprehensive crime investigation plan. This includes a review of demand management, crime investigation (pre- and post-arrest), supervision and management, IT support, investigation training, performance management and an offences brought to justice strategy. A professionalising investigation project is led by the ACC (crime and support).

- The percentage detected of vehicle crime has remained the same at 7.5% in 2003/04 and 2004/05. This places the force bottom of its MSF group and 39th nationally.

- The percentage detected of violent crime has increased from 43% in 2003/04 to 47.7% in 2004/05, which places the force 5th in its MSF group and 36th nationally.

- The percentage detected of robberies has increased from 17.1% in 2003/04 to 19.4% in 2004/05, which places the force bottom in its MSF group and 37th nationally.

- The percentage detected of total crime has increased from 21.4% in 2003/04 to 24.4% in 2004/05, which places the force 5th in its MSF group and 35th nationally.

- The percentage sanctioned detected of vehicle crime decreased from 7.1% in 2003 to 6.9% in 2004. This placed the force bottom in its MSF group and 39th nationally.

- The percentage sanctioned detected of violent crime decreased from 34.6% in 2003/04 to 31.7% in 2004/05. This placed the force 5th in its MSF group and 38th nationally.

- The percentage sanctioned detected of robberies increased from 16.1% in 2003/04 to 16.6% in 2004/05. This placed the force 5th in its MSF group and 38th nationally.

| **3E** | **Forensic Management** | | **Fair** | **Improved** |

Strengths

- A trained crime scene manager is appointed to each major crime scene. Multiple crime scenes are overseen by a crime scene co-ordinator.

- Monthly meetings take place between the FSS and Cleveland/Durham Fingerprint Bureau. A service level agreement (SLA) is in place.

- The PSU action plan working group (Operational Delivery) chaired by the ACC (CS) acts as the forensic steering group. Members of this group include task owners of Operation Delivery, crime managers, PSU, head of scientific support and the detective superintendent (crime operations). Operation Olympic which, relates to forensic performance and the usage of DNA evidence, is a standing item on the agenda.

- The tasking of SOCOs is web based where the tasks and information are inputted directly by the communications centre. This allows supervisors to intervene and for SOCOs to be tasked appropriately.

- The force crime operations department ensures that there are structured inputs to probationers in training with regard to forensic awareness and crime scene management. Forensic advisers have input to probationer training at Teesside University and on courses for newly promoted sergeants and inspectors.

- Crime scene guidance is provided by forensic advisers. Information on a variety of subjects is provided by means of the Force intranet site eg DNA swabbing, fingerprinting prisoners, scene attendance criteria and forensic submissions.

- Forensic sample submissions are vetted by the central submissions manager on an individual basis. Checks are made to ensure submissions are cost-effective eg prior to submission, checks are made to establish if there is fingerprint and/or other corroborative evidence.

- The percentage of theft of motor vehicles examined is 73.6% in 2004/05, which placed the force top of its MSF and 2nd nationally.

- The percentage of fingerprint identifications from recovery at burglary scenes was 29.6% in 2004/05 which placed the force 3rd in its MSF and 34th nationally.

- The percentage of DNA samples from theft of MV scenes that were matched is 39.3% which places the force 3rd in its MSF and 24th nationally.

- The percentage of identified fingerprinted that resulted in detections is 60% in 2003/04 to 48.2% in 2004/05 which places the force 3rd in its MSF and 22nd nationally.

- The percentage of DNA matches that resulted in detections was 64% in 2003/04 to 58% in 2004/05 which placed the force 2nd in its MSF and 14th nationally

- The percentage of fingerprints recovery from burglary dwelling scenes examined is 32% in 2003/04 and 29.6% in 2004/05 which placed the force 3rd in its MSF and 34th out of 25th nationally.

Areas for Improvement

- Volume crime DNA intelligence case submissions have decreased and the number of profiles submitted to the national DNA database has decreased proportionately.

- There is no forensic awareness strategy; however, the scientific support manager is reviewing all the policies which will, in turn, shape a strategy.

- A full review of scientific support is currently being undertaken by the Lanner Group, external consultants, with funding provided by the PSU.

- There has been a total review of all footwear marks in the force and staff are now working on an index. Pilot activity is planned in the Stockton BCU from April 2005.

- The siting of the force photographic unit under the finance department portfolio remains anomalous.

- The percentage of fingerprint identifications recovered at theft of motor vehicle scenes was 43% in 2003/04 and 39.3% in 2004/05, which placed the force 4th in its MSF group and 35th nationally.

- The percentage DNA total detections per match was 101% in 2003/04 and 80.2% in 2004/05, which places the force 5th in its MSF group and 31st nationally.

- The percentage of burglary scenes examined was 81% in 2003/04 and 79.2% in 2004/05, which places the force 4th in its MSF group and 31st nationally.

- The percentage fingerprint recovery from theft of motor vehicle scenes examined was 43% in 2003/04 and 39.3% in 2004/05, which placed the force 4th in its MSF group and 35th nationally.

- The percentage of DNA recovery from burglary dwelling scenes examined was 5% in 2003/04 and 6.6% in 2004/05, which placed the force 4th in its MSF group and 34th nationally.

- The percentage of DNA recovery from theft of motor vehicle scenes examined was 12% in 2003/04; this placed the force bottom in its MSF group and 42nd nationally.

3F	**Criminal Justice Processes**	**Fair**	**Improved**

Strengths

- The Chief Constable leads on the force's persistent priority offenders' strategy. The force has worked closely with the four CDRPs and the probation service to ensure the successful implementation of persistent and priority offenders schemes in each of the four local authority areas.

- Drug abuse is a major community concern across the force area. In response to this, arrest referral workers now perform post-charge drugs tests in co-operation with the drug intervention programmes which operate in each of the four BCUs.

- Dedicated prisoner handling team (PHT) staff are employed to deal with detained persons in line with the guidelines established by the policing bureaucracy task force. Dedicated PHT staff process the vast majority of detainees in each operational BCU.

- The local criminal justice board (LCJB) has produced a three-year strategy, with objectives approved, which links back into the force's criminal justice unit business plan. The force and the LCJB are closely aligning targets in order that their focus is shared.

- There has been little focus from the LCJB on performance issues and the achievement of public service agreement targets. However, the establishment of the performance sub-group has resulted in a substantial improvement in this area. The performance group now provides the LCJB with quality information.

- The criminal justice department and the CPS have worked together to ensure that their targets are aligned and complementary.

- The force has a youth justice manager who interacts with partner agencies. The directorate of criminal justice has a liaison role which is being developed regionally and nationally for youth justice matters.

- There are three experienced youth offending team (YOT) police officers, nominated for each of the YOT areas, who are focused solely on YOT work. Information relating to young persons is available for all staff on the force intranet system.

- Joint CPS and criminal justice unit management teams conduct joint strategy days to provide medium- and long-term strategy for local criminal justice issues. These are led by the chief crown prosecutor and the ACC (crime and support).

- There is a five-year audit plan covering the high-risk categories of the Police National Computer (PNC) and a strategic risk assessment is completed whenever a category is audited.

- The force was inspected in the summer of 2004. It is consistently a high performer in the field of PNC compliance. The introduction of the National Strategy for Police Information Systems (NSPIS) has affected performance slightly.

- The percentage of arrest/summons reports entered on to the PNC within one day has decreased from 82.4% in 2003/04 to 81.7% in 2004/05, which places the force 2nd in its MSF group and 26th nationally.

- The percentage of court results entered onto the PNC within ten days has increased from

81.9% in 2003/04 to 89.2% in 2004, which places the force top in its MSF group and 2nd nationally.

- The length of time (days) to enter 90% of court reports (mode) has decreased from 56.18% in 2003 to 9.63 in 2004, which places the force 2nd in its MSF group and 2nd nationally.

Areas for Improvement

- Case file quality targets are not yet being achieved. This has led to the introduction of the active justice group and the identification of areas for further officer training, for example records of taped interviews (ROTIs). Similarly, as a result of Narrowing the Justice Gap targets being missed, a major review and audit has been undertaken. This has identified a significant number of unrecorded offences brought to justice.

- There is no overarching youth justice strategy within the force; however, youth issues sit with the community safety department. The criminal justice department within the force has systems in place to ensure that youths are dealt with appropriately throughout the system. A youth justice strategy is currently under development by the criminal justice unit.

- The criminal justice department provides limited support to the youth justice programme and the drugs referral programme. These programmes are being actively led through the community development department.

- The main area for concern within statutory charging arrangements is the quality of supervision that officers receive, both in terms of directing the investigation and in acting as an effective filter for work that is to be referred to the duty prosecutor. There are plans in place to introduce more effective supervision through the volume crime model.

- There is confidence that officers are aware of the victim support service and the work that it does. The force is introducing witness support and, with recent effect, witness impact statements have become compulsory.

- Generally, compliance with national standards for care of victims and witnesses takes place and the relationship between the force and the victim support service is good.

- There is an issue in respect of cell capacity. It is reported that the force quite regularly reaches capacity levels at designated stations. While the PFI will address this issue directly, it is not due for completion until early 2007; effective contingencies may be required in the interim.

- The force is currently purchasing voice recognition software to improve the quality and timeliness of file submissions. Quality assurance systems have been put in place by monitoring interview tapes and benchmarking of performance against North Yorkshire is taking place. There is an acceptance that additional work needs to be done.

- Victims' personal statements are an area for development and plans are in place to deliver further awareness training by the force's training department.

- Remedial work in terms of custody facilities has been carried out and is ongoing to ensure that they are adequate to meet requirements. All facilities have been checked to ensure that they comply with the requirements of the Police and Criminal Evidence Act (PACE) and health and safety legislation.

4   Promoting Safety (Domain 3)

The force commitment to public reassurance can be more than adequately evidenced by its Putting People First initiative and Operation Sabre.

While HMIC considers this to be a particular area of strength for the force, some scope exists to make greater use of anti-social behaviour legislation.

4A   Reassurance

Good	Improved

Strengths

- Press officers attend high-profile incidents, including court cases, in order to maximise marketing opportunities. Local media impact is measured and service units are updated with regard to relevant stories. The press office has specific contacts for BME media at both local and national levels. It also provides human interest stories to the local media.

- The force has 80 fully trained and deployed PCSOs, with a further 21 in training; they are deployed in a north/south split and are used to provide high visibility/reassurance to hotspot areas via NIM tasking.

- The force has a PCSO project leader at chief inspector rank who co-ordinates the use and deployment of these resources. The PCSOs have personal performance indicators and individual and team performance is measured under team performance audit meeting (TPAM) arrangements

- The community safety department runs several initiatives such as Mega Drive, Crucial Crew and Kids, and *Cops and Communities*, a local authority magazine.

- Operation Sabre is the key visible corporate initiative in relation to public reassurance and involves a series of high-profile crime and disorder reduction tactical deployments. Implemented in April 2004, Operation Sabre is a continuing intelligence-led police operation targeting known criminals. Due to the success of the operation, a dedicated Sabre team has been set up to plan and deliver future operations. It has resulted in over 1,000 arrests since the operation commenced in April 2004.

- Community reassurance is one of the key points of the Chief Constable's Putting People First initiative, and forms the basis of the force operational policing framework. It features prominently in force and BCU annual plans, the strategic assessment and the tasking and co-ordination process.

- The force has 93 special constables who are deployed across the district structure through a constructive deployment strategy. Funding has been secured for a training and recruitment team, with the aim of raising the number of special constables to 170. The performance management of the Special Constabulary is overseen by a chief inspector. At force level, central resources are dedicated to the recruitment of special constables through funding provided by the Home Office.

- The British Crime Survey (BCS) risk data for nine months ending December 2004 shows that there has been an 8.18 percentage point decrease in people's perception of the risk of household crime, which is favourable compared with the force's MSF group.

- The BCS 'risk of personal crime' data has shown a 0.02 percentage point decrease.

- The BCS 'worry about car crime' data has decreased by 4.3 percentage points, which places the force 2nd in its MSF group and 30th nationally.

- The BCS 'worry about violent crime' data has decreased by 5.3 percentage points, placing the force top in its MSF group and 16th nationally

- The BCS 'feeling of public safety' data has decreased by 2.9 percentage points, placing the force 3rd in its MSF group and 33rd nationally.

Areas for Improvement

- While currently there is no overarching reassurance strategy, the 2010 Putting People First initiative and the various strands underpinning it (eg the introduction of a neighbourhood policing model, recruitment and use of the PCSOs, the marketing and media strategy and Operation Sabre) amount to the force commitment to reassurance.

- There is scope for the force to increase the use of volunteers. Other than in some stations in the Langbaurgh BCU, they are not being utilised to the best effect. However, the issue is being examined by a member of the police authority and the cost implications, particularly when budgets are tight, are recognised as a constraining factor.

- It is the intention that neighbourhood policing will be delivered geographically by officers, PCSOs, special constables and colleagues from the extended police family (street wardens, etc) under the stewardship of BCU-based inspectors with geographic responsibility.

- The percentage of reported incidents of domestic violence that involved victims of a reported domestic incident in the previous 12 months increased from 56.9% to 60.7% in 2004/05. The MSF average is 42.7%, which places the force 5th in its MSF group and 33rd out of 35 forces nationally.

- The percentage of domestic burglaries where the property has been burgled in the previous 12 months has increased slightly from 13.6% in 2003/04 to 13.7% in 2004/05, which places the force bottom in its MSF group and 36th out of 37 respondents nationally.

- The BCS 'worry about burglary' data has shown a 2.4 percentage point decrease, which places the force 4th in its MSF group and 34th nationally.

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

Strengths

- The Chief Constable and the chair of the police authority launched the force anti-social behaviour strategy in July 2004 in collaboration with partnership agencies. It promotes a corporate approach in dealing with anti-social behaviour.

- The force has launched a campaign called Don't Walk By, with the aim of challenging low-level anti-social behaviour. School children were used in the launch in order to establish what their viewpoint was and what they thought of anti-social behaviour.

- The acceptable behaviour contract piloted by the force won national acclaim in tackling nuisance crime. The scheme was runner-up at the Tilley awards. The force also received a certificate of merit for its anti-social behaviour work from the Hermann Goldstein Foundation.

- The force has demonstrated a proactive approach to addressing anti-social behaviour and has utilised the new legislation available. For example, the force has used curfew powers in the closure of crack houses, the seizure of vehicles, and the implementation of Anti-Social Behaviour Orders (ASBOs). In the Hartlepool BCU an anti-social behaviour steering group involving private landlords, registered social landlords and other interested parties meets on a monthly basis.

- The roads policing unit (RPU) takes the lead with regard to casualty reduction together with the safety camera partnership. Activity and results are monitored through a dedicated analyst and the casualty reduction group. Results are provided to the ACC (crime and support) on a monthly basis and are reviewed as part of the MPR process for each BCU commander.

- All four districts have a problem-solving officer; a fifth is employed in the call management centre to identify repeat callers. The intention is that these staff will link in with the evolving neighbourhood policing model.

- The force has recently increased its number of PCSOs and uses some of these to tackle anti-social behaviour on an intelligence-led basis.

- The number of road traffic collisions resulting in death or serious injury per 1,000 population is 0.33 and ranks the force 2nd in the MSF group and 10th nationally.

- The number of road traffic collisions resulting in death or serious personal injury per 100 million vehicle kilometres travelled was 4.13 in 2004/05, which ranks the force 13th nationally.

Areas for Improvement

- It is apparent that the force may not be making best use of ASBO legislation, while countering anti-social behaviour does form a strand of Operation Sabre. The overall approach to ASBOs is not as yet 'joined up'.

- The force corporate policing on major incident command and control, roles and responsibilities has now been in existence for one year, with all key post-holders individually briefed on their role and held responsible for individually identifying and

training staff in necessary skills. All key roles will be audited within the next six months to identify progress and requirements.

5   Providing Assistance (Domain 4)

In respect of call handling, the force continues to face the challenge of providing an improved service to the public. The available performance data indicates a slight improvement in performance in the second half of 2003/04. However, early indications in the first quarter of 2004/05 policing year show that performance on answering 999 calls has declined to some 4% below that achieved in the previous year.

In January 2005, the force introduced level 1 tasking and co-ordination for its operational support unit. Though still too early to confirm, it is envisaged that this development will eventually enhance performance at level 2.

The roads policing strategy is in line with the ACPO national strategy. The force is performing strongly in terms of road casualty reduction.

5A   Call Management

Fair	Improved

Strengths

- To date, the implementation of external consultants' recommendations in relation to the assessment of processes, staffing and workload within the call centre have been rigorously applied; this has resulted in the appointment of 20 additional staff, providing the opportunity to introduce multi-skilling.

- The introduction of the post of performance management and problem-solving officer within the contact centre has provided a new element of research into repeat callers, type of call and caller hotspots and the development of a process for caller ring-back linked to individual call-taker performance from a quality perspective.

- The abolition of the chief officer group system at divisional level has seen the reintroduction of a single despatch system giving direct ownership of incidents and patrol to the contact centre, thus getting rid of the dual despatch process which had caused numerous problems with performance in the past.

- Robust application of the force absence management policy has seen a significant reduction in sickness levels to 7 days for police officers and 12 days for police staff. While this is still slightly higher than the force average, it is a major achievement and the impact can be linked to the improvements in overall performance and a significant reduction in the overtime bill.

- The force uses automatic ring-back, a function of Hi-path ProCentre automated call distribution skills-based routing telephony, to re-contact customers to update them on reported events/incidents.

- The head of communications is held to account for the performance of the force communications centre via the electronic personal development review (e-PDR) process (including specific objectives) and MPRs. In turn, all departmental managers and their teams are subject to monthly reviews, and individuals are monitored via a documented process addressing both performance and quality issues. The force communications centre has adopted a rigorous approach to performance management. This is underpinned by a range of targets which are set out in the department's performance

management plan.

- Following the quality of service impact assessment, the force has established a quality of service commitment working group chaired by the DCC.

- Despite the financial position of the force, the Chief Constable and the police authority have made a commitment to retain the present opening hours for police stations across the force, in order to maintain accessibility. The force has an e-champion to progress use of technology as the first point of contact.

- A staffing protocol and career progression plan have been developed in consultation with the staff associations. This aligns payments to competencies and provides a clearer career progression for police staff. In recent years the communications centre has been successful in recruiting to establishment and has a proactive training strategy. Staff turnover is low.

- The communications centre hosts a user group, involving representatives from BCUs, at which issues and suggestions regarding call management are raised. The communications centre has its own internal staff consultative group, which has recently been relaunched to encourage more proactive involvement by staff. Similarly, the department has a user group involving representatives from BCUs.

- The force has a contract with the National Interpreting Service to provide online interpreters between operators and those callers whose first language is not English. A minicom facility is also installed within the communications centre to cater for people who are deaf or hard of hearing.

- In addition to postal surveys carried out by the corporate planning and performance department, the communications centre has recently implemented a system of random sampling of callers in order to obtain feedback on the service provided. This is carried out via telephone surveys

- The percentage of 999 calls answered within the locally set target time has increased from 79% in 2003 to 91.2% in 2004, which ranks the force 2nd in its MSF group and 13th out of 36 nationally.

- There were significant improvements in statistical performance on non-emergency calls in January and February 2005, 97% and 99% respectively, with an average speed of answer of 2 seconds. This year to date, the performance is 94% answered within 30 seconds.

Areas for Improvement

- A major area of concern is the lack of funding for the contact centre which is inhibiting its ability to recruit. It has a staffing model but is unable to adhere to it due to budgetary constraints and is currently some six staff under the model. It is in the process of disbanding the chief officer group, which could lead to an increased workload for the despatching function. There is a likelihood that this could have a detrimental impact on the current improvements in performance, which may see a downturn during the summer months of 2005.

- The department has also produced an initial draft public access strategy that is now being progressed by the corporate planning and performance department. Its scope is not limited to issues at the centre but addresses wider issues such as secondary call

handling, public contact methods, e-policing and email.

- The decision to replace many of the police staff supervisors with inspectors will increase the responsibilities currently placed on them. Some police staff are to be retained; however, training and investment will be required for the inspectors and it is unusual to see those officers in post for more than two years.

- There is an area of concern that, with the fire service officially pulling out of any proposed arrangement to share facilities with the police and ambulance services, any resilience in terms of business continuity will be lost. It has been suggested that the new PFI initiative in Middlesbrough will have scope to take on this fallback role by utilising the training room facilities.

- The communications centre has a call management strategy and an action plan. These are informed by feedback received from public surveys and informal responses. The department utilises the force's action planning process to provide for specific objective monitoring, eg performance management and attendance management.

- The specific contact centre strategy needs to fully embrace the NIM process and consequently may require updating.

- There is evidence to suggest that training provision is not providing best value in terms of identifying the right training for the right people at the right time. A training needs analysis is required and the results should be used by the training co-ordinator to deliver training and evaluation. The force may wish to look again at the potential for nationally accredited training for all staff but, in particular, for managers and supervisors.

- The force needs to consider its briefing process for all staff in relation to priorities, initiatives and general internal communication.

- The force response and deployment policy (relating to incident grading) is currently being updated under the lead of the head of the communications centre.

5B   Providing Specialist Operational Support

Fair	Stable

Strengths

- The force has a major incident command and control policy linked to Management of Disasters and Civil Emergency guidance.

- Firearms training is managed and conducted at the joint Cleveland and Durham tactical training centre. Cleveland and Durham have collaborated to build and maintain a joint firearms training facility. A joint management board steers the processes and the force aims to move towards joint training and operations.

- All firearms training and assessment conforms to the national competency framework. Training records are kept up to date, utilising officer-training portfolios, and initial accreditation is recorded and certificates allocated to trained staff.

- A joint Cleveland and Durham firearms operations group, with representation at ACC and practitioner levels, meets regularly to discuss firearms issues. Protocols are in place for the force to provide a dynamic entry capability, if called upon, to aid Durham, and for Durham to provide a mobile armed surveillance capability to operate in Cleveland. There is a mutual aid protocol for the use of armed response vehicles.

- A debrief system is in place for all firearms incidents. As a minimum, all authorised deployments are quality checked by the firearms inspector. The crime and operations department management team are responsible for chairing any formal debriefs. The debrief and a record of any subsequent actions are recorded.

- The arrangements and capability of the force for providing armed response are based upon the force threat assessment. At present, there is 24-hour cover provided by a minimum of two vehicles, with five authorised firearms officers in total. One of these is a team leader, capable of performing the role of firearms commander/firearms Bronze Commander, and is usually a sergeant. Primary and secondary tactical advisers are available at all times.

- The force has 212 public order trained officers, which is almost double that required for mutual aid. A further 18 dog handlers are about to be trained. Eight officers are trained as public order tactical advisers, with another officer about to be trained. Some 73 staff are trained in chemical, biological, radiological and nuclear (CBRN) response and four police search advisers are presently trained, with another due to be trained in 2005.

Areas for Improvement

- The force is scheduled to host a regional CBRN exercise on 17 November 2005, following involvement in a similar exercise hosted by Humberside during 2004. Other emergency services are consulted regarding CBRN issues. It is of benefit that the CBRN lead for the ambulance service is co-located at police headquarters.

- The selection of firearms officers and commanders is under review. The review will consider compliance with national standards, equal opportunities and the desirability of a screening process to assess initial capabilities to handle and use firearms.

- Tactical advisers and Gold, Silver and Bronze Commanders receive refresher training; however, there is no recorded reassessment or reaccreditation for them.

- The force has no trained post-firearms incident managers.

- It is force policy to train all officers of inspector rank and above in the management of firearms incidents, to the national standard. Acting inspectors working in the communications centre also receive national training, which is refreshed annually in-force (the use of acting inspectors within the control rooms to deal with the initial command of an firearms incident does not accord with the ACPO manual of guidance). All sergeants receive awareness training following their promotion.

- The numbers and proportion of authorised firearms officers trained in dynamic entry is currently under review.

- Force firearms policies are based on the ACPO manual of guidance and the recent Home Office codes of practice. The policies are currently under review.

- Agreement was reached in January 2005 with the ACC (crime and support) for the operational support unit to introduce its own level 1 tasking and co-ordination process. Although still in development, it is envisaged that the process will support level 2 as a priority while still allowing tasking of the RPU and other specialist resources at level 1. An advantage is seen that it will allow greater co-ordination of resources across the four BCUs and in addressing force issues whether they are criminal, anti-social or road safety focused.

- The operational support unit is in the process of following the National Centre for Policing Excellence implementation plan for the codes of practice.

5C   Roads Policing

Good	Stable

Strengths

- The head of the RPU links with local authority road safety officers to ensure that campaigns are compatible and send out strong messages to reduce road casualties.

- The operational head of the RPU chairs the casualty reduction group and the regional road policing enforcement technology group, and is the number two regional representative on the national road policing enforcement technology group. This ensures that all partner agencies are involved in the formulation of policy and strategy, and that national issues are promulgated to both internal and external partners.

- The ACC (crime and support) chairs the North East senior traffic officers' conference, held quarterly, and is also the UK lead for TISPOL, the European traffic intelligence network. Issues arising from these groups are brought back to the force for implementation by the RPU inspector, eg field impairment testing for drug-drivers, which is one of the most recent initiatives to be championed by the ACC.

- An officers' traffic group, a monthly multi-agency meeting, is held in each local authority area involving traffic management officers, local authority engineers, public transport operators, the police, the fire brigade and ambulance trusts.

- There are robust level 1 and level 2 tasking and co-ordination processes, which are attended by the RPU local intelligence officer and the operational support superintendent. BCUs can bid for support from the RPU, and tasking information is then disseminated to all RPU officers via email and intelligence briefing packs. Results are fed back through the local intelligence officer to the TCG, which ensures that all officers know exactly what is required of them.

- The ACC (crime and support) provides the strategic chief officer lead for roads policing and supports the RPU inspector who takes the operational lead.

- The roads policing strategy is specific and is in line with the national ACPO strategy, focusing on the five key strategic priorities. The strategy has been circulated widely across the force area. It has recently been reviewed to fully reflect the key findings of the ACPO national strategic assessment 2004.

- Casualty reduction is a force objective, and although the RPU takes the lead through education, engineering and enforcement, its work is supported by the operational BCUs, eg through initiatives such as Mega Drive and partner agencies.

- The Cleveland Safety Camera Partnership employs a collision analyst, based within the force RPU, whose remit includes the identification of possible new speed camera sites. The data assists in formulating the force strategic assessment and feeds into the tasking process.

- The armed response vehicle function is contained within the RPU. There is a clear understanding of the role and remit of all RPU officers. All armed officers also carry out the full functions of an unarmed RPU officer.

- A motorcycle initiative, Handle It or Lose It, is operated by the force and designed to combat the unacceptable number of road deaths and injuries associated with sports motorbikes. It is supported by partners, both locally and nationally.

- A regional drug-drive campaign won a Prince Michael of Kent Road Safety Award in 2004. Its aim was to increase the awareness among target groups as to the consequences of driving following drug use, both illicit and prescribed.

- The number of road traffic collisions resulting in death or serious personal injury per 100 million vehicle kilometres travelled was 4.13 in 2004/05, which ranks the force 13th nationally.

- The number of road traffic collisions resulting in death or serious injury per 1,000 population is 0.33, which ranks the force 2nd in the MSF group and 10th nationally.

- Current statistics show that the force is on course to achieve the targets set for 2010. Slight injuries show a 28% reduction against baseline and, while the required reduction in killed or seriously injured targets is proving more challenging, the target remains realistic given the significant reductions achieved in 2004 (27%). The number of children killed and seriously injured casualties have been reduced by 23% against the baseline and the force is well on track to meet the target of a 50% reduction by 2010.

Areas for Improvement

- Two extensive reviews have been conducted in relation to the crash investigation unit requirements for road deaths (in relation to adequate SIO and family liaison officer staff cover). These reviews have resulted in more supervisors attending SIO courses and, during early 2005, the inspector and every sergeant within the RPU will have been trained for the SIO role. This will provide greater resilience within the department.

- Monthly campaigns will be reintroduced in 2005, specifically aimed at offences which can significantly reduce casualties, eg seat belt offences, excess speed, drink and drug driving and driver concentration (mobile phone use).

6   Resource Use (Domain B)

Given the very difficult financial backdrop against which the force has had to operate, it has made very large efficiency gains while at the same time significantly improving its operational performance. The achievements made are recognised and warmly acknowledged by HMIC.

The clear linkages between the finance and human resource (HR) functions have been evidenced and there is now close alignment between these two areas of business.

HMIC assesses training provision within the force as being an area where there is significant scope for improvement.

While the force approach to race and diversity is generally viewed as being sound, scope exists to improve delivery of the six strands of diversity across the organisation.

The provision of IT systems to support service delivery is judged as being strong. The NIM is at the core of force activity, but scope exists to integrate it further in terms of business planning.

6A   Human Resource Management

Fair	Improved

Strengths

- Although the head of personnel is not a member of the ACPO team, the DCC is responsible for resourcing issues and is advised and guided by the head of personnel and development.

- The force HR strategy and costed HR plan align the objectives, aims and delivery plans for all HR areas with the objectives and targets of the force. The HR strategy sets clear objectives for all areas including diversity, recruitment, retention, training, occupational health, safety and welfare.

- There is evidence to show that there are clear links between HR and finance both at headquarters and within the BCUs.

- The first phase of implementation of the e-PDR system was completed by March 2004 and the system is now live. Phase two of the e-PDR implementation is designed to consolidate the system, establish monitoring and reporting facilities, and configure the interface between e-PDR and the new NSPIS HR training and administration system and duty management system which goes live in 2005.

- The force was the first in the country to recruit part-time probationary constables.

- The force actively promotes the retention of staff through the use of flexible working practices and policies, which are delivered through the work–life balance policy/toolkit. This toolkit has been shared as good practice with the Home Office and many other forces and local organisations.

- The force has a comprehensive sickness policy, which is incorporated into the attendance management procedure and handbook for managers. It was reviewed in 2004 to incorporate the expansion of the use and value of occupational health services

links to capability and Home Office guidance on the Disability Discrimination Act.

- All staff absences from work for more than 20 working days are monitored and their progress considered monthly by the health management group, which is chaired by the head of personnel and development. The group also addresses all cases involving the consideration of medical retirement and continuing ill health.

- The force has recently reviewed its equal opportunities policy and grievance procedure to develop a dignity at work policy which encapsulates all aspects of legislative and force practice.

- The personnel and development plan for 2004/05 incorporates the annual training plan, and a separate financial template details costings. The costed plans also link to national policing priorities, the policing performance assessment framework (PPAF) and local policing priorities.

- The DCC is the chief officer lead for health and safety issues. There is also a police authority lead member for health and safety.

- A health and safety policy is in place that relates to local premises inspection and local hazard reporting (including near miss). Health and safety training is available to all staff including specialist roles. Hazards and the near miss policy features in BCU meeting minutes for safety groups.

- A performance monitoring system is in place which is modelled on the Health and Safety Executive/Health and Safety Commission document entitled *Successful Safety Management* (HSG65). A similar system is in place for fire safety performance monitoring.

- Health and safety responsibilities are reflected within the force safety policy and job profiles. Responsibilities are included in the e-PDR system at various levels. Health and safety training and performance are some of the criteria to be met to qualify for special priority payments.

- The fire and safety unit produces policy, conducts inspections, and audits major accident investigations, carries out risk assessments, etc, the majority of which is illustrated on the fire and safety unit website on the force intranet. A training needs analysis has been conducted and a training plan developed and implemented.

- A full-time health and safety trainer delivers training in line with IOSHH standards. A number of courses are run at all levels, inclusive of the police authority.

- The force occupational health strategy is linked into the national strategy. It has just been rewritten and is considered to be 80% compliant with the national requirements.

Areas for Improvement

- The NSPIS HR application went live in August 2004. The duty management system is planned to go live in early 2005, along with integration to the NSPIS HR system, to include payroll, Intergraph, command and control, IRIS, etc.

- New role profiles, based on the integrated competency framework, are replacing previous staff job descriptions. The new profiles are used for all recruitment, selection and promotion processes, and also form part of the e-PDR system.

- The force has evidence to show that key post-holders have left the organisation due to lack of progress and the availability of a structured career path. The career path and promotion structures for police staff are being reviewed to address this issue. The force is also in the early stages of research into a process equivalent to the High Potential Development Scheme for police staff in collaboration with other regional forces.

- There is a devolved personnel function within the force and the personnel structure is currently under review to ensure that the service meets the needs of the force. The majority of personnel managers and personnel officers are professionally qualified and a number of personnel assistants are working towards professional qualifications.

- The lack of BME staff within police staff posts has been hindered by the lack of external recruitment taking place due to the budgetary constraints. However, when the force does begin recruitment, all posts will be advertised externally in order to attract a more representative pool.

- The most recent force staff perception survey was conducted in 2003. Due to the force revival plan, under which a number of police staff posts were frozen, a perception survey was not carried out in 2004.

- The force health and safety strategy (2002–05) is currently under review, with the revised strategy due for implementation with effect from early 2005.

- There have been no recent health and safety inspections of Cleveland Police. Engagement between the Health and Safety Executive and the force is via the Association of Police Health and Safety Advisers' meetings.

- A health and safety annual report has not been prepared to date, although with effect from January 2005, information is being collated which will enable such a report to be prepared and subsequently presented.

- The force does not have a separate working time policy; however, the legislation is incorporated into all force policies and procedures. Projected working hours are identified from shift patterns, while actual hours are identified from the flexi-time system, overtime cards, etc.

- The force achieved the Investors in People (IiP) standard in 1997 and has held the award since this date. Discussions to create a revised IiP plan began in December 2004 and are to be progressed by the head of training.

- The HR strategy is in draft form and currently does not link into the training strategy. A training needs assessment has been conducted within the BCUs and service units. A workshop is planned to prioritise force training needs to assess what can be done via e-learning.

- The number of working hours lost due to sickness per police officer in 2004/05 was 94.62, the MSF average being 69.79 and the national average being 70.57.

- The number of working hours lost due to sickness per police staff in 2004 was 95.16, the MSF average being 64.10 and the national average being 63.72.

- The number of medical retirements of police officers per 1,000 police officers was 6.55 in 2003/04 and 5.46 in 2004/05, which ranks the force 4th in its MSF group and 32nd nationally.

- The number of medical retirements of police staff per 1,000 police staff is 3.23 in 2003/04 and 2.23 in 2004/05, which ranks the force 4th in its MSF group and 20th nationally.

- The number of female officers in force increased from 18.1% in 2003/04 to 18.6% in 2004/05, which is lower than the national average of 21% and places the force 5th in its MSF group and 38th nationally.

- The force target for BME officers remains officially 1% (17 officers) which is based on the 1991 Census. This will eventually be revised in line with the 2001 Census to 3% (52 officers). The force aims to hit this target by the end of 2005/06. Currently, it has 28 BME officers which is 1.5%. This places the force 5th in its MSF group and 25th nationally.

6B   Training and Development

Poor	Stable

Strengths

- All training is under the head of training and the police authority representative is an active member of the training and development strategy group.

- The training department has been awarded both IiP and Centrex quality approval status.

Areas for Improvement

- The training strategy follows the guidance given in Home Office Circular 18/2002; however, it does not reflect the further advice contained in Home Office Circular 53/2003. It is currently being written in compliance with Home Office Circular 53 using information from documents and advice from other forces.

- There are concerns about the approach of the force in relation to the national costing model (NCM). The training plan is compiled annually through a process co-ordinated by the head of training. Each policing district and specialist department submits their predicted training requirements for the forthcoming year. The training and development strategy group considers these needs and, after approval, the training plan is drafted and costed. Currently this is little more than a paper exercise.

- Interviews with senior personnel confirmed that the costs for each year are arrived at by the simple addition of 3% to the previous year's totals. After compilation, the costing model data is not utilised either to inform actual training budgets or to plan and manage training. HMIC considers that this is unacceptable, and encourages the chief officer group to ensure that the NCM is used for the purposes for which it was intended, and in a manner that is compliant with the principles of the model.

- The devolved arrangements within Cleveland include training budgets, over which the head of training has no control. Interviews with personnel and development managers, both from districts and specialist departments, indicated that expenditure on training other than that which is contained in the annual training plan is commonplace. These 'emerging' training activities do not find their way into the overall training plan nor are they subjected to the NCM. The force must address this failing as a matter of urgency. Managing training budgets in this way will result in uncertain management information in relation to training expenditure, the inability to challenge it from the centre, and difficulties in assessing priorities.

- The head of training does not have overall control of training for the whole force. While he does chair the training and development implementation group, he has neither the authority nor the remit to control training activity, or expenditure, which takes place outside of the force training centre.

- HMIC found that, while it was claimed that action plans were in place in relation to these reports, those examined do not appear to have been updated, and the processes for monitoring them are weak. Actions listed are generally in the form of summaries and are poorly audited. In relation to *Managing Learning*, the force was unable to provide any documentation to support implementation of the recommendations contained in the form of checklists in the report.

- The best value review (BVR) improvement plan (IP) had been signed off in April 2003 as complete. This effectively means that, at the time of the inspection, the force had no IP. Immediately following the inspection, HMIC agreed with the chief officer group that a new IP would be developed to address the concerns raised in the inspection.

- HMIC was unable to verify the validity of any of the monitoring arrangements for the previous IP due to a lack of retained data. Interviews with relevant staff, including the BVR team and the police authority representative in particular, revealed little or no knowledge of what the monitoring process had been.

- While there is an evaluation strategy, which was an outcome of the BVR, there is no independent evaluation officer. The processes in respect of level 1 and level 2 evaluation are largely unstructured and lack real utility to the organisation in terms of assessing the value added by, or quality of, training within the force. The force has no plans to recruit a full-time evaluation officer for the purposes of training alone, but has indicated that personnel from the force inspectorate may be trained in appropriate skills.

6C   Race and Diversity

Fair

Strengths

- The force utilised the draft diversity national model of learning as part of the race and diversity training programme review in 2004.

- Diversity training is mandatory before officers qualify for competency-related and/or special priority payments.

- An agreed diversity strategy exists and an associated action plan is in place. It is reviewed by the diversity strategy group, which is led by the DCC and includes the police authority lead on diversity. A diversity steering group is led by the head of personnel and development. It has representatives from all service units and districts. Monthly updates on the RES are provided to members of the diversity strategy group via the service improvement plan.

- The e-PDR system contains a section on diversity and is based on the integrated competency framework.

- The dignity at work policy is part of the supervisory skills programme.

- The policy, procedure booklet and manger/supervisor toolkit are available to all on the force intranet, and training is delivered via a two-day mandatory managing diversity course, a supervisory skills module and newly promoted officer courses.

- The disability steering group, formed in 2002, includes representatives from external organisations.

- The force diversity officer monitors compliance with the dignity at work policy and provides relevant statistical data at the appropriate times. He reviews each case after six months and follows up to ensure that the agreed resolution was successfully implemented. In addition, the Advisory, Conciliation and Arbitration Service (ACAS) guides to employment equality (sexual orientation and religion or belief) regulations have also been posted on the force diversity intranet site.

- The Gender Agenda is included within the diversity action plan and is championed by the ACC (crime and support). Recruitment fairs have been aimed at minority groups. The ACC chairs the Women's Network.

- At regional level, the force has been involved in a group determining the impact of the Disability Discrimination Act and how it applies to police officers. The force has also taken the regional lead on work with ACPO and the Home Office in relation to pensions and changes to the police regulations.

- Issues raised by the ACPO seven-point plan have been addressed by the force diversity officer. The Chief Constable met with all community leaders to provide an update on the seven-point plan and feedback on all actions taken in relation to the *Secret Policeman* documentary.

- The monthly digest provided by the professional standards department forms part of the core briefing process. The digest contains issues relating to diversity, where relevant, and is discussed during the MPR process with the ACC (territorial operations).

- The Chief Constable has re-established the Cleveland Black Police Association (BPA) with the assistance of the national BPA. The force has been asked to host the national BPA conference in 2005/06. Feedback from the Cleveland BPA confirms that the force regularly engages with the association and taps into its established relationships with the wider BME community to promote the force and its objectives.

- A BPA representative sits on the diversity strategy and steering groups, and executive members are actively involved in policy/strategy issues and recruitment, retention and progression initiatives. The Chief Constable holds regular meetings with the BPA and the Police Federation.

- The force is a member of the Employers' Forum on Disability and the British Association of Women Police.

- All existing policies have been checked for relevance by the Race Equality Group.

- The force has a dedicated diversity trainer and all training provision has been reviewed. All courses delivered contain a diversity strand. This is in addition to the mandatory diversity course and the supervisory skills module.

- IAG members have direct involvement in the development and delivery of training, and a dedicated IAG training sub-group has been established. The group has assisted with initiatives such as a multi-faith calendar of festivals, community handbook, cultural adviser scheme and cultural awareness training on mandatory courses, supervisory skills and probationer training.

- The diversity strategy group is led by the DCC and includes the police authority portfolio holder for diversity issues. Staff associations and support groups are represented. This group feeds into the diversity steering group.

- As part of the RES, employee ethnicity data is collected and analysed by the corporate planning and performance department, with the results fed into the diversity strategy group.

- A community handbook has been produced and provided to all front-line staff to assist with affording an overview and awareness of different communities and cultures.

- The force has an exit policy and procedure, which gives anyone leaving the organisation the opportunity to have an exit interview with the local personnel manager and to complete an exit questionnaire. The force diversity officer collates records and monitors all exit information provided to ensure any areas of improvement are actioned. Any actions required are fed into the diversity strategy and steering groups.

- The diversity action plan has been redrafted and agreed by the diversity strategy group. It is aligned to the PPAF domain structure. A quarterly progress update regarding the diversity strategy/action plan is provided to the police authority.

- The force IAG has a role in influencing local policing issues such as planning, policies, processes, decision making, tactics and quality. Members of the group are involved in developing and delivering race and diversity training and the cultural adviser scheme. Other members are directly involved in the police officer recruitment process.

- External race consultation groups have been formed as part of the RES to monitor

existing policies and assess the impact of new/proposed policies.

- The percentage of female police staff compared with total police staff has risen from 64.2% in 2003/04 to 66% in 2004/05, which places the force top of its MSF group and sixth nationally.

- The differences between voluntary resignation rates of male and female officers was 1:094 in 2003/04 and 1:1 in 2004/05, which places the force 2nd in its MSF group and 8th nationally.

Areas for Improvement

- An equality audit has not been done, primarily because of the budget situation, but the force is actively considering undertaking this work under the diversity excellence model arrangements.

- Initial contact has been established between the police authority and the race and diversity trainer to develop a programme of race and diversity training for police authority members. Work in this area is still in the initial development stage.

- There is still a lack of awareness by staff of the Gender Agenda initiative. Many staff remain unaware of the existence of the women's development group and its aims.

- The RES is presently being reviewed and updated to reflect work that has taken place and is planned for the future.

- Involvement with community organisations and contacts is central to the community engagement element of the pilot initial police learning and development programme (IPLDP). Engagement opportunities have been negotiated and designed with community and representative groups to afford trainees a wide perspective of community services, groups and cultural issues. In addition, the programme taps into Teesside University's own community networks. The force is one of the IPLDP pilot sites and the programme benefits from dedicated tutor units. In accordance with the HMIC service improvement plan, district training officers are now line managed by the head of training. An additional framework is being developed covering the quality assurance of training inputs delivered.

- The force has run initiatives and courses designed to attract women officers in specialist posts and for promotion. However, take-up has remained low.

- The Gay Police Association, although in its infancy, is actively working towards promoting group membership, networks with other force Gay Police Association groups and is developing a confidential phone support line. The disability support network has 20 members and the force is represented within the national disability police association.

- The diversity action plan is out of date; however, the force has recently developed a structure for diversity issues. The diversity steering group meets and feeds directly into the diversity strategy group chaired by a member of the executive. All staff associations are represented.

- The proportion of police recruits from BME groups compared with the proportion of people from BME groups in the economically active population has decreased from 3.2% in 2003/04 to 1.6% in 2004/05. The MSF average is 8.3% and the national average is 8%.

- The percentage of female police officers compared with overall strength has risen from 18.1% in 2003/04 to 18.6% in 2004/05, which places the force bottom in its MSF group and 41st out of 42 of respondents nationally.

6D   Resource Management

Fair	Stable

The 2004 finance and resources baseline assessment identified several significant areas for improvement which will take some time to implement. In particular, a full revision of assessment cannot take place until the autumn of 2005 when consideration will be given to the 2005 external auditors' annual letter and the results of the corporate governance inspection.

Strengths

- The assistant chief officer (finance and commissioning) meets with the police authority member with portfolio responsibility for resources. Regular meetings are held between members and officers to monitor and plan.

- As a result of the force revival plan and the impact on budget strategy, the force and the police authority turned around a budget deficit of £7.3 million at the start of 2004/05 so that this was eliminated for financial year 2005/06.

- In association with this, the low level of general reserves of £2.413 million as at 1 April 2004 was estimated to increase to £5.010 million as at 31 March 2005, thereby representing approximately 4.5% of net revenue expenditure, a significant increase during 2004/05.

- This has also been supported by an increase in the level of reserve to cover deferred pensions that could become payable. The 2005/06 budget report therefore allowed for 100% cover for officers who could have retired in 2004/05, although the reserve for those who could have retired in 2003/04 remained at 50%.

- There have been improvements since the last baseline assessment in budget monitoring arrangements and the inception now of a medium-term financial plan.

- A discussion at chief officer level was undertaken in 2004 between Cleveland Police, Northumbria Police and Durham Constabulary on a medium-to long-term shared estate strategy. The collaborative approach undertaken with Teesside University in respect of the IPLDP successfully reduced demand on the force training estate for this financial year.

- MPRs are carried out with all service unit managers. They are chaired by an ACPO member, supported by a senior finance representative. Finance is the first standing agenda item: performance year to date and forecasts to the year-end are reviewed in the light of operational circumstances and capacity issues.

- The local policing plan is underpinned by an annual budget book, which clearly sets out both individual and service unit budgets, together with staff and officer headcount allocations.

- A supply chain improvement plan and individual work file objectives have been introduced which record SMART objectives (specific, measurable, achievable, realistic, timely) by priority and with specific start dates.

- A corporate review framework is in place, which incorporates regular control strategy reviews supported by the strategic performance group, the executive performance group

and regular reporting to the police authority.

- The police authority has been gathering activity-based costing (ABC) data for a number of years and analysing the data in order to establish and understand the current resource deployment within the organisation. The force complies with the national ABC model and has published results in the local policing plan and strategic planning documents.

- A number of initiatives are under way to utilise the ABC model from major crime investigation to potential asset cost recovery.

- A workforce planning group, chaired by the DCC, meets regularly to ensure that key posts are filled and that force policies, eg on response team staffing levels, are complied with.

- An e-procurement system is in place. The procurement team reports procurement savings annually to the full police authority executive.

- Extensive research into working time directive requirements was undertaken prior to the adoption of a response policing model and 12-hour shift patterns in spring 2003. All shift patterns currently operated are compliant.

- The full range of working time options, eg part-time working, career breaks, twilight hours and job sharing, are available wherever possible.

- The force revival plan, which deals with the force budget deficit, has necessitated the central reporting and monitoring of pay budgets for the foreseeable future (these had been devolved to the BCUs).

- National benchmarking is undertaken via the national Police Property Services Managers Group, the results of which have been used to assess both the force's position and overall effectiveness.

- The principal aims of the fleet management strategy are to determine corporate standards that will be adhered to by all service units, provide strategic guidance for the fleet user group, provide the focus and direction for the fleet management team, and support the objectives and principles of best value and the modernising agenda.

- Benchmarking is carried out at a regional level and the force has joined a regional benchmarking club, which promises to provide some external industry comparators. Benchmarking with the private sector has resulted in the force outsourcing vehicle maintenance. This arrangement continues to be the subject of competitive tendering based on the principles of best value.

Areas for Improvement

- It had become clear that improvements were required in the corporate governance requirements of the force and the police authority. A separate inspection has been initiated in 2005/06, undertaken by HMIC in association with the APA, with recommendations to be made later in the year. There is a requirement that the recommendations will be implemented. They will be made the subject of oversight by HMIC during baseline assessment 2006 to ensure compliance.

- The joint force/police authority revival plan team will become the force finance committee once revival issues have been addressed.

- The force estate strategy was subsumed into the wider review of headquarters by the police authority in 2004. Due to the financial situation of the force, the agreed modular build under the capital programme to replace training rooms at force headquarters in April 2004 was suspended. The training rooms have now been reorganised to provide a large dedicated training room on the ground floor, which is compliant with the Disability Discrimination Act. A capital bid has been submitted for 2005/06 to provide a mobile learning facility.

- Although the procurement manager is rewriting the force procurement strategy to incorporate the principles of Gershon, the previous strategy has provided the focus and accountability required to delivery key strategic aims and objectives based on recommendations from previous BVRs.

- Although the estates strategy has been revised, it still needs to encompass the Chief Constable's operational vision in order to ensure that it meets the specific operational needs of the force. However, significant progress has been made with the introduction of a corporate estates user group, led by a member of the executive group and a strategic estates group, which includes the Chief Constable and the chair of the police authority.

- The force is entering into collaboration with North Yorkshire Police to seek common ground and efficiency gains from the joint procurement of supplies and services.

| 6E | **Science and Technology Management** | **Good** | **Stable** |

Strengths

- ICT has provided detailed performance information for many years in both tabular and graphic forms. It covers all areas of IT services and telecommunications and most of the IT client function who also report on some corporate IT matters. The headline information is discussed at MPRs at service unit manager level with the DCC and is published on the force intranet.

- The ICT department undertakes a review, looking at the potential needs one year, three years and ten years in advance. The ten-year plan leads to projections of capital and revenue in the period. Capital schemes are scrutinised by a panel of operational and business members and are scored appropriately.

- Regular contact is maintained with all service units formally and informally. The executive group remains a forum for such matters to be addressed at senior levels, and the ICT advisory group at practitioner level, with ICT staff being represented at force meetings.

- The user group was re-established in 2003 under a new name, the 'ICT advisory group', both to reflect the national name and also to indicate that attendees had a role to contribute, rather than just receive, information. Questions about ICT are included in the annual staff satisfaction survey, and both users and ICT staff provide information from the benchmarking toolkit, which in 2004 was completed online for the first time.

- NSPIS solutions have been adopted for case, custody, HR and national management information systems. The HOLMES and vehicle penalty/fixed penalty offence systems have been refreshed.

- The command and control system has been upgraded to the latest release to ensure that it not only meets the business need but also that it remains at the forefront of international policing by use of a world-leading commercial off-the-shelf product. This has been supplemented with a call management system integrated with the telephone system to manage, distribute calls and report on performance.

- The force was a founder member of the cross-regional information sharing project consortium and is assisting in the testing of the system.

- Staff turnover is low and historically the force has not had great difficulty in recruiting suitably qualified staff when vacancies arise. A policy of career structures and local targeting for recruits has paid dividends for ensuring that staff retain a commitment to the locality and the force.

- The DCC chairs the information security board, which meets bi-monthly with representation from those with major security responsibilities in the organisation. It directs and monitors policy and actions and receives exception reports.

- The information security officer chairs the information security forum, which develops and recommends policy and advises on matters within each service unit. The head of ICT attends the executive group meetings and any ICT matters are referred for his attention. His role profile and any reality check will demonstrate that he is clearly recognised as the professional adviser on IT matters for the force and the police authority.

- Staff training is based on an annual training plan and phased training for the IT infrastructure library has been started. It has been determined that commitment to the IT infrastructure library approach will benefit the individuals involved, as well as the process and users at large.

- A local force information security policy has been implemented and structured into an information security framework. The force has a dedicated information security officer located in the professional standards department, with very close liaison with the ICT department.

- The IRIS project was undertaken in a phased manner and included a detailed 'gap analysis' which identified with the process owners what the business requirement was against the current system capability, and defined the work required to complete it. In conjunction with 11 other forces, it is being carried out co-operatively to develop and test the resulting software.

Areas for Improvement

- Project IRIS is currently used for post-incident management and it is shortly to implement crime management. Training is planned for the second quarter of 2005 for intelligence, stop/checks, tasking, warrants, vulnerable persons, ASBOs, public protection orders, mobile access, problem solving, surveillance authorisations, video witness, missing from home, domestic violence, hate crime, property management, licensed premises, and numerous interfaces. This state-of-the-art system could also perform functions provided by NSPIS solutions, but interfaces will be implemented to ensure that all activity can be viewed from one place.

- Primary performance is close to target although a number of projects and work items have been slower to complete, following the deletion of three posts.

- The force is currently developing a new approach to programme and project management, having recently adopted PRINCE2 (Projects in Controlled Environments 2) as the project management method.

- The force voice and data network is being built on 100m microwave links with Voice Over Internet to a number of stations. A capital scheme is currently being bid to increase bandwidth to the growing number of community policing teams on duty.

- Comparing the force performance with previous results shows that the department has increased user satisfaction and scored better on 'meeting the business need'. It has fallen back on staff satisfaction and each member of staff has since been interviewed to identify their individual and collective concerns. Immediate improvement action took place on urgent matters and actions continue with supervisors.

- The force is making more opportunities for officers to attend training for IRIS (around 800 staff to date). Training in national intelligence standards, which directly involves ICT, has also started.

- The force has been subject to a number of power failures in recent years. In order to effect implementation, the fallback plan was put into action on two occasions in November 2004: on the first occasion it was partly successful, but the second showed that it worked well. A backup site exists for major systems and this was occupied during

these outages. The scale of the fallback does not fully meet the need of the communications centre for staffing, and so an updated plan is included for the PFI scheme due to come on stream in 2006.

- The last pen test showed no issues with the force infrastructure. Some recommendations were made in respect of the ISP that hosts the force website. Immediate action was taken on those matters. An action plan was developed which took into account not only these local findings, but also the lessons learnt from the national evaluation and this is being managed into operation. Due to the recent completion of the firewall upgrade, another pen test is being commissioned from a budget set aside for this purpose.

- The force has recently introduced mobile data terminals. The pilot went live in February 2005, initially for three months. It will be evaluated but the feedback so far has been positive.

6F National Intelligence Model

Good	Stable

Strengths

- The strategic TCG meeting is chaired by the Chief Constable, with the control strategy and priorities for enforcement, prevention and intelligence agreed and actioned at the meeting from the strategic assessment. The NIM process is led by the ACC (crime and support).

- There is a clear distinction between the purpose of the NIM structures at a strategic level and performance management, although there is close collaboration with the corporate planning and performance department in terms of data sharing and to improve and develop the force strategic assessment. The assessment and control strategy are circulated to both the corporate planning and performance department and the police authority, to be used in the business planning cycle in respect of informing the policing plan and strategic priorities.

- All targets at level 2 or above are flagged or carry interest markers. The force has a source register within the FIB; regular auditing is done on BCUs and the FIB.

- The intelligence steering group meets monthly and is chaired by the director of intelligence. This group is responsible for all NIM development and improvement work, with representatives from critical departments such as corporate planning and performance, ICT and training, and representatives from BCU level.

- There is a comprehensive training programme for intelligence analysts and research assistants, and the force has received accreditation from the ACPO national analysts' working group for its intelligence analysts module 1 foundation course. .

- There is corporacy across the force with the NIM other than a few variations in local meeting structures. The director of intelligence undertakes a NIM inspection of each BCU every year.

- Intelligence training is given in all areas including probationer courses. This is overseen by the FIB.

- The force has four level 1 source units, one level 2 unit and one source unit within Special Branch; training takes place at Teesside University and members of the force's intelligence staff teach on this course.

- The force has created an intelligence development unit which is at a higher level than field intelligence as it is proactive and includes an investigation plan in the package.

- The force has made a determined effort to reduce the number of protracted intelligence packages. The ACC reviews the packages and progress quarterly. The force works well in partnership with other agencies, eg the Immigration Service.

- The force has prepared and published on the intranet an intelligence strategy and the NIM manual which includes TCG policy.

- The force has career structures in respect of analytical workers to allow them to progress. It has accredited training for analysts. They can also specialise in other fields such as telecommunications. Staff retention levels are good.

Areas for Improvement

- Although the NIM is at the core of activity in the force, it is currently not fully integrated in terms of business planning.

- The majority of key managerial and operational roles are in place; however, a minimum establishment policy is in preparation as part of the intelligence steering group project (some BCUs are not fully staffed with field intelligence officers).

- The new minimum standards for implementation by November 2005 have been used to formulate the intelligence steering group phase 4 project plan, with key areas actioned for development. Work is ongoing around 'organisational memory' as part of the intelligence steering group, in terms of maximising results analysis for identification of good practice and to assist the strategic assessment process.

- The NIM implementation and development intranet site is regularly updated. The new minimum standards and codes of practice are to be published on the site. It contains a briefing site for briefing of intelligence material, including daily intelligence bulletins and the fortnightly tactical assessment briefing.

7   Leadership and Direction

The Chief Constable now has the benefit of a settled ACPO team for the first time since becoming head of the force over two years ago. This should enable the ACPO team to provide a clear focus and a consistent approach to the challenges faced as it drives forward with performance improvement.

There is a detectable change in focus towards a more sustainable performance and accountability culture, although this remains to be firmly embedded.

A new corporate governance framework has been agreed with the police authority and relationships continue to develop.

7A   Leadership | Good |

Strengths

- There are no planned changes within the chief officer team. The Chief Constable is committed to Cleveland Police until 2010, driving forward the Putting People First strategy. The executive team is relatively new and have all given a commitment to Cleveland Police and the Chief Constable's Putting People First strategy.

- The Chief Constable and the executive team are highly visible and active leaders, with a good balance of skills across all essential areas. The outlook of this new team allows Cleveland Police a fresh perspective and invites increased co-operation from all stakeholders.

- The Chief Constable and the executive team actively involve themselves with external mentors and coaches who are both experienced within the police service and also independent providers. The Chief Constable has recently completed the Windsor leadership course.

- The Chief Constable, having launched his vision of Putting People First in 2003, has recently launched the force operational policing framework. The Chief Constable continues to schedule time for operational patrols and visits to victims of crime on a monthly basis. This maximises visibility and accessibility, in addition to affording the team the opportunities to seek views from staff and public and to carry out a quality review function. The executive members continue to provide leadership through a visible contribution to Operation Sabre, while providing a local perspective to the national policing agenda. Work is ongoing, in partnership with the PSU, to further develop the operational policing framework and communications strategy, and to provide information to all officers on minimum standards in areas such as crime investigation.

- As part of the e-PDR process, the Chief Constable ensures that all members of the executive team have a personal development plan, which is reviewed quarterly. This is then cascaded through the MPR process to all staff. An internal MPR regime, led by the ACPO team, focuses on a skill assessment of all senior managers. This is fed into the MPRs of all chief officers led by the Chief Constable.

- All ACPO officers with national portfolios receive support from ACPO colleagues in

other forces and support team/working parties. For example the Chief Constable is the lead officer for regional terrorist and allied matters (TAM) and Airwaves, and the ACC (crime and support) is the force TISPOL lead and receives support from the TISPOL working party and Centrex in respect of research and implementation. Both ACCs are involved in the regional ACC network (sub-continental group), while the assistant chief officer (finance and commissioning) is a member of the regional financial directors group.

- The force and the police authority jointly own the new strategic planning cycle. Police authority members have individual portfolio responsibility for various aspects of police business and also sit on BCU performance panels on a monthly basis. The relationship between the force and the police authority is evolving into a strong partnership and is shown by engaging and encouraging the involvement of the police authority with all levels of organisational issues.

- The Chief Constable/police authority revival plan team, with the remit of placing Cleveland Police on a firm financial footing, and the force executive team have developed a robust and inclusive system of ensuring corporacy. This is demonstrated in the way all strategic groups are linked, eg the joint policing plan and budget book.

- The force press office provides 24-hour assistance to ACPO officers and gives media advice as required. The Chief Constable meets regularly with local media editors to maintain good working relationships and advise on issues of local significance.

- Under the force communications strategy, first point of contact is internally provided via a rumour control email mechanism, accessed via the force intranet. This allows staff to access the Chief Constable's views, with a commitment to respond to the issue raised within 48 hours; however, there are a number of other opportunities for chief officers to gauge and influence morale. These include feedback and attendance at open forums, active consultation, monthly meetings with the force chaplain, patrol accompaniments (particularly out of office hours), diversity feedback (eg via the women's network), monitoring of statistical information, together with grievances and complaints, and inputs at training courses.

- Effective marketing of the Putting People First strategy, both internally and externally, has seen the appointment of a marketing consultant to manage the delivery of the force's vision. An independent research company has evaluated the external component of this strategy. The results show an extremely high recall of the force's strategy and performance by the public of Cleveland in comparison to marketing norms.

- The Chief Constable personally meets all newly appointed police staff and officers, all staff attending training programmes and all staff and officers on promotion. During such meetings the Chief Constable communicates his vision of Putting People First and other matters, eg the importance of supervisors being visible leaders. This is augmented by the executive team meeting all new members of staff (police officers and police staff) and outlining the corporate vision, strategy and public service ethos.

- Unethical behaviour within the organisation is challenged through the force discipline procedure and there is evidence of intervention at an executive level. Diversity training is mandatory for all staff and attendance is linked to eligibility for special priority payments. A one-hour training programme has been developed for delivery to all staff and supervisors, which aims to clearly reinforce standards/behaviour.

- The force involves representatives from the various service units in all strategic management meetings to ensure that cohesiveness and corporacy is complied with. These include the executive performance review meeting, executive finance meetings with all service unit finance officers, the volume crime task force, the drugs strategy steering group, the demand management group, and MPR meetings.

- The Chief Constable, supported by the executive team, conducts welfare visits to all staff who are on long-term sick leave, with a view to offering support to those individuals and securing their early return to work.

Areas for Improvement

- The force internal communications strategy is currently under review by an external media consultant who is expected to report in spring 2005. This is designed to ensure that the force is making best use of both internal and external communications and embracing new technology.

- Positive relationships are reported between the Police Federation and the executive team. An issue that has been raised by the Federation is the special priority payment scheme, which remains unresolved.

- In terms of wider police authority involvement, the Chief Constable's vision is clear, it is shared and there is a belief that staff need to know more about the police authority and the direction in which the force and the police authority are moving.

7B   Strategic Management

Fair	Improved

Strengths

- The force now has a clear strategic vision and direction, which is effectively communicated by the Chief Constable and executive and re-emphasised by the police authority. All plans are linked from the national policing plan through to local policing plans and include full CDRP strategies.

- The corporate planning and performance department provides the link between various service improvement plans such as the revival plan, Operation Discovery, Operation Delivery and efficiency planning.

- The force has a published planning cycle and a strategic programme board, under the leadership of the DCC.

- The police authority has developed a research capability, which includes environmental scanning. This is augmented by the appointment of two research officers. This provides a valuable tool to the force through liaison between the police authority and the force executive.

- The DCC chairs the police reform programme steering group, which includes the head of corporate planning and performance (including the force inspectorate) as well as the police authority head of strategy. This gives access to police authority staff with a wide experience of research and development.

- The corporate planning and performance department manages the programme plan for police reform, which is monitored via an MPR with the departmental head by the DCC. Progress can be gauged by the commitment to the wider police family including PCSOs, support for local authority wardens and the introduction of police staff investigators and a community safety accreditation scheme

- The Chief Constable and executive team have regular meetings with the Government Office for the North East, local authorities, the Local Government Association and the APA to assist in long-term strategic planning.

- Corporacy across BCUs and service units is driven primarily through the MPR process, force strategies, the policing plan and the performance review framework. Direction for this process is provided by the NIM framework.

- The force budget revival strategy has been rigorously introduced and has led to comprehensive cost savings and cashable efficiency savings of £4.3 million. The executive team, supported by police authority members, presided over a critical challenge of all service unit budgets to identify such savings. This is augmented by the MPR regime, incorporating standing items such as HR management, finance, performance and service delivery agenda.

Areas for Improvement

- There is evidence that considerable levels of consultation by a variety of means is taking place across the Force and that the product is being used to inform planning. The Force is not however convinced that what it is doing is wholly appropriate. There is acceptance that the best consultation is that which is done locally within the districts via

the LSPs and CDRPs but at that level the product needs to be better refined.

- A view was expressed by some police officers and staff that they are not consulted effectively when it comes to planning and they don't have a chance to contribute. However, staff acknowledged that at a local level they are consulted by their line managers on process issues within their own units

- There is a draft Force strategic plan in place. Performance management aspects will be examined through the plan on a quarterly basis.

- External human resource (HR) consultants are currently delivering change management skills training within the personnel and development department.

- The Force is confident that the results from latest activity analysis survey, conducted in November 2004, will demonstrate an improvement in the amount of time officers are available for operational patrol, in line with the stretching FLP targets set by the Force. This is reinforced by the Chief Constable's commitment to return 100 non-operational officers to front line operational policing.

- Best value arrangements remain problematic and are to be inspected during the forthcoming inspection of corporate governance arrangements during summer 2005.

7C   **Performance Management and Continuous Improvement**

Fair	Improved

Strengths

- While a robust performance review framework is now in place within the organisation, some concerns remain as to whether its requirements have been fully embedded, particularly in respect of front-line officers. Through this process, the Chief Constable sets the control strategy for the force and holds executive members to account for the delivery of performance. The level 2 tasking and co-ordination framework is linked to the force performance framework.

- The force remains committed to the European Foundation for Quality Management (EFQM) self-assessment framework and has a number of trained EFQM assessors.

- The reintroduction of the chief inspector rank at each BCU, the communications centre and the criminal justice department is aimed predominantly at driving performance.

- A supervisory skills programme, which develops leadership and promotes a performance culture, is in place for all first-line supervisors (police officers and staff).

- The force inspectorate has been amalgamated, bringing corporate planning and performance and media services under a chief superintendent, with the remit to identify and disseminate best practice and to audit areas of concern within the organisation.

- The police authority is fully involved in all planning and budgetary processes through member portfolio-holders, the scrutiny panel and the executive committee. The force and the police authority jointly own the new strategic planning cycle, which is joined up and effective.

- Police authority members have individual portfolio responsibility for various aspects of police business and also sit on BCU performance panels on a monthly basis. Examples include performance against the objectives outlined in the local policing plan, crime and detection rates, progress on the RES, monthly budget monitoring reports and forecast outturns against the revival plan, and monthly overtime reports.

- The force has a crime registrar at acting inspector rank and an additional resource has been added to the team recently to provide appropriate resilience. The force crime registrar reports directly to the head of corporate planning and performance and is a member of the strategic performance group. Issues about NCRS compliance are covered within the volume crime investigation section.

- Audit and review teams have also been established on all four BCUs to conduct regular local inspections and drive performance improvements. Identified areas of weakness are standing items on a number of performance agendas chaired by the executive, eg the NCRS improvement plan, which has been developed in partnership with the PSU.

- The internal force inspectorate is reported to be having a positive effect by promoting improvement through challenge and support to BCUs. The inspectorate also undertakes exception monitoring on team and individual performance.

- The force and the police authority have established a joint revival plan team, with the remit of placing the force on a firm financial footing. The revival plan steering group

format demonstrates a joint-working approach to reduce duplication and deliver best value principles.

- The force conducts monthly victims of crime surveys, the results of which are presented to the executive performance group every quarter. This information is used to improve service delivery.

Areas of Improvement

- The Force is creating a system to deal with all data returns through one central point within the Corporate Planning and Performance department. This will cover OBTJ, HR returns, etc. The staffing within the department has been reconfigured to facilitate the new approach.

- Work is ongoing in partnership with the Police Standards Unit (PSU) to further develop the Operational Policing Framework and Communications Strategy, to provide information to all officers on minimum standards in areas such as crime investigation.

- Audits scheduled include the Risk Management Strategy, IT project management, workforce planning, visible performance, management and the delivery of corporate management information at a Service Unit level.

Appendix 1 – Performance Tables

1A; Fairness and Equality							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (**SPI 3a**)	N/A	54.5%	N/A	46.5%	2 out of 6	48.6%	15 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided **(SPI 3a)**	N/A	69.7%	N/A	71.4%	5 out of 6	71.5%	25 out of 37
% of white users very/completely satisfied with respect to the overall service provided **(SPI 3b)**	N/A	54.6%	N/A	58.0%	5 out of 6	56.8%	29 out of 37
% of users from BME groups very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	47.9%	N/A	47.2%	3 out of 6	44.1%	20 out of 37
Difference between very/completely satisfied rates (**SPI 3b**)	N/A	6.7 pts	N/A	10.7 pts	N/A	12.7 pts	N/A
% of white users satisfied with respect to the overall service provided **(SPI 3b)**	N/A	72.9%	N/A	81.0%	6 out of 6	78.0%	33 out of 37
% of users from BME groups satisfied with respect to the overall service provided **(SPI 3b)**	N/A	71.3%	N/A	75.8%	5 out of 6	71.2%	26 out of 37
Difference between satisfied rates (**SPI 3b**)	N/A	1.58 pts	N/A	5.17 pts	N/A	6.8 pts	N/A
% of PACE stop/searches of white persons which lead to arrest **(SPI 3c)**	*	*	*	*	*	*	*
% of PACE stop/searches of persons from BME groups which lead to arrest **(SPI 3c)**	*	*	*	*	*	*	*
Difference between PACE arrest rates **(SPI 3c)**	*	*	*	*	*	*	*
% detected violence against the person offences for victims from BME groups **(SPI 3d)**	N/A	30.0%	N/A	32.7%	2 out of 4	24.7%	19 out of 34
% detected violence against the person offences for White victims **(SPI 3d)**	N/A	38.0%	N/A	37.8%	2 out of 4	34.6%	17 out of 34
Difference in violence against the person detection rates. **(SPI 3d)**	N/A	8.028 pts	N/A	5.18 pts	N/A	9.9 pts	N/A
Difference between PACE stop/searches per 1,000 white and per BME population	*	*	*	*	*	*	*
Racially or religiously aggravated offences per 1000 population	0.45	0.52	*14.7 %*	0.79	2 out of 6	0.70	25 out of 42
% detected racially or religiously aggravated offences	28.3%	33.0%	*4.7 Pts*	33.0%	4 out of 6	36.4%	35 out of 43

1B: Neighbourhood Policing and Community Engagement							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% of people who think that their local police do a good job **(SPI 2a)**	N/A	45.5%	N/A	47.4%	4 out of 6	48.6%	31 out of 42

* This data was not available at time of publication

1C: Customer Service and Accessibility							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to making contact with the police **(SPI 1a)**	N/A	67.6%	N/A	66.6%	3 out of 6	65.9%	22 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to action taken by the police **(SPI 1b)**	N/A	54.3%	N/A	55.6%	4 out of 6	54.9%	26 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to being kept informed of progress **(SPI 1c)**	N/A	36.2%	N/A	41.2%	5 out of 6	38.8%	29 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to their treatment by staff **(SPI 1d)**	N/A	67.5%	N/A	68.7%	5 out of 6	69.5%	30 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to the overall service provided **(SPI 1e)**	N/A	54.2%	N/A	57.0%	5 out of 6	55.6%	29 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to making contact with the police **(SPI 1a)**	N/A	87.1%	N/A	90.2%	4 out of 6	87.8%	26 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to action taken by the police **(SPI 1b)**	N/A	71.2%	N/A	78.4%	5 out of 6	75.4%	32 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to being kept informed of progress **(SPI 1c)**	N/A	50.1%	N/A	63.4%	6 out of 6	58.5%	35 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to their treatment by staff **(SPI 1d)**	N/A	83.3%	N/A	89.5%	6 out of 6	87.8%	35 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to the overall service provided **(SPI 1e)**	N/A	72.9%	N/A	80.6%	6 out of 6	77.3%	33 out of 37
% of people who think that their local police do good job **(SPI 2a)**	N/A	45.5%	N/A	47.4%	4 out of 6	48.6%	31 out of 42
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (**SPI 3a**)	N/A	54.5%	N/A	46.5%	2 out of 6	48.6%	15 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided **(SPI 3a)**	N/A	69.7%	N/A	71.4%	5 out of 6	71.5%	25 out of 37
% of PA buildings open to the public which are suitable for and accessible to disabled people	80.0%	21.9%	*-58.1 Pts*	71.2%	6 out of 6	76.9%	37 out of 38

* This data was not available at time of publication

2A: Reducing Hate Crime and Crimes Against Vulnerable Victims							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident **(SPI 8a)**	67.3%	69.4%	*2 Pts*	66.4%	2 out of 4	55.7%	15 out of 28
% of partner-on-partner violence **(SPI 8b)**	70.6%	79.8%	*9.2 Pts*	78.1%	*	74.1%	*
Racially or religiously aggravated offences per 1000 population	0.45	0.52	*14.7 %*	0.79	2 out of 6	0.70	25 out of 42
% detected racially or religiously aggravated offences	28.3%	33.0%	*4.7 Pts*	33.0%	4 out of 6	36.4%	35 out of 43

2B: Volume Crime Reduction							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) **(SPI 4a)**	4.2%	2.8%	*-1.4 Pts*	3.5%	2 out of 6	5.3%	7 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime **(SPI 4b)**	20.6%	13.4%	*-7.2 Pts*	18.3%	2 out of 6	17.9%	5 out of 42
Domestic Burglary per 1,000 households **(SPI 5a)**	27.96	19.71	*-29.5 %*	18.56	5 out of 6	14.40	39 out of 43
Violent crime per 1,000 population **(SPI 5b)**	20.41	24.08	*18 %*	23.46	4 out of 6	22.44	34 out of 42
Robberies per 1,000 population **(SPI 5c)**	2.44	1.62	*-33.7 %*	1.78	5 out of 6	1.68	37 out of 42
Vehicle crime per 1,000 population **(SPI 5d)**	22.53	18.26	*-18.9 %*	16.73	4 out of 6	13.99	35 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.71	0.67	*-4.8 %*	0.87	3 out of 6	0.61	34 out of 42
Total recorded crime per 1000 population	134.49	124.37	*-7.5 %*	116.63	4 out of 6	105.37	36 out of 42
Violent Crime committed by a stranger per 1,000 population	10.31	11.00	*6.6 %*	9.97	4 out of 5	9.87	28 out of 34
Violent Crime committed in a public place per 1,000 population	14.23	16.05	*12.8 %*	14.81	4 out of 5	13.86	28 out of 34
Violent Crime committed under the influence of intoxicating substances per 1,000 population	6.69	8.95	*33.8 %*	4.24	5 out of 5	4.16	32 out of 32
Violent crime committed in connection with licensed premises per 1,000 population	2.91	3.06	*5.2 %*	1.68	5 out of 5	1.44	32 out of 32
% of domestic burglaries where the property has been burgled in the previous 12 months	13.6%	13.7%	*0.1 Pts*	9.1%	5 out of 5	8.3%	36 out of 37

* This data was not available at time of publication

2C: Working with Others to reduce crime							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) **(SPI 4a)**	4.2%	2.8%	*-1.4 Pts*	3.5%	2 out of 6	5.3%	7 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime **(SPI 4b)**	20.6%	13.4%	*-7.2 Pts*	18.3%	2 out of 6	17.9%	5 out of 42
Domestic Burglary per 1,000 households **(SPI 5a)**	27.96	19.71	*-29.5 %*	18.56	5 out of 6	14.40	39 out of 43
Violent crime per 1,000 population **(SPI 5b)**	20.41	24.08	*18 %*	23.46	4 out of 6	22.44	34 out of 42
Robberies per 1,000 population **(SPI 5c)**	2.44	1.62	*-33.7 %*	1.78	5 out of 6	1.68	37 out of 42
Vehicle crime per 1,000 population **(SPI 5d)**	22.53	18.26	*-18.9 %*	16.73	4 out of 6	13.99	35 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.71	0.67	*-4.8 %*	0.87	3 out of 6	0.61	34 out of 42
Total recorded crime per 1000 population	134.49	124.37	*-7.5 %*	116.63	4 out of 6	105.37	36 out of 42

3A: Investigating Major and Serious Crime							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.71	0.67	*-4.8 %*	0.87	3 out of 6	0.61	34 out of 42
Number of abductions per 10,000 population	0.072	0.	*-100 %*	0.017	1= out of 6	0.016	3= out of 42
% of abduction crimes detected	0.0%	0.0%	*0 %*	37.5%	N/A	34.9%	N/A
Number of attempted murders per 10,000 population	0.29	0.23	*-18.8 %*	0.18	5 out of 6	0.14	38 out of 42
% of attempted murder crimes detected	93.8%	100.0%	*6.3 Pts*	77.1%	1= out of 6	72.7%	7= out of 43
Number of blackmail per 10,000 population	0.126	0.13	*0 %*	0.24	4 out of 6	0.28	12 out of 42
% of blackmail crimes detected	42.9%	71.4%	*28.6 Pts*	36.1%	1 out of 6	26.2%	4 out of 43
Number of kidnappings per 10,000 population	0.739	0.63	*-14.6 %*	0.58	4 out of 6	0.53	36 out of 42
% of kidnapping crimes detected	46.3%	68.6%	*22.2 Pts*	48.1%	2 out of 6	44.3%	10 out of 43
Number of manslaughters per 10,000 population	0.	0.036	*N/A*	0.023	6 out of 6	0.025	31 out of 42
% of manslaughter crimes detected	0.0%	50.0%	*N/A*	104.8%	5= out of 6	119.2%	27= out of 43
Number of murders per 10,000 population	0.108	0.09	*-16.7 %*	0.187	1 out of 6	0.138	18 out of 42
% of murder crimes detected	116.7%	100.0%	*-16.7 Pts*	90.2%	2 out of 6	94.5%	13= out of 43
Number of rapes per 10,000 population	2.61	2.58	*-1.4 %*	2.92	3 out of 6	2.65	26 out of 42
% of rape crimes detected	31.0%	22.4%	*-8.7 Pts*	27.0%	6 out of 6	29.5%	34 out of 43

* This data was not available at time of publication

3B: Tackling level 2 criminality							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Violent crime per 1,000 population **(SPI 5b)**	20.41	24.08	*18 %*	23.46	4 out of 6	22.44	34 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.71	0.67	*-4.8 %*	0.87	3 out of 6	0.61	34 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population **(SPI 6c)**	0.21	0.33	61.6 %	0.36	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine **(SPI 6c)**	12.9%	23.9%	*84.9 %*	21.6%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin **(SPI 6c)**	60.7%	50.0%	*-17.6 %*	50.5%	N/A	43.7%	N/A
Number of joint operations between the force and NCS	*	1.00	*	2.50	N/A	3.94	N/A
Number of joint operations between the force and Revenue and Customs	*	2	*	7.2	N/A	6.78	N/A
No. of confiscation orders	5	26	*420 %*	21.6	N/A	43.16	N/A
Total value of confiscation orders	£52,560	£142,847	*171.8 %*	£384,151	N/A	£1,179,340	N/A
No. of forfeiture orders	34	26	*-23.5 %*	13.2	N/A	18.21	N/A
Forfeiture value	£54,804	£17,842	-67.4 %	£55,684	N/A	£79,822	N/A
Trafficking in controlled drugs per 1000 population	0.5	0.69	*36.4 %*	0.53	5 out of 6	0.45	39 out of 42
% detected trafficking in controlled drugs offences	95.7%	94.0%	*-1.7 Pts*	90.2%	1 out of 6	91.7%	19 out of 43

3C: Investigating Hate Crime and Crime Against Vulnerable Victims							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident **(SPI 8a)**	67.3%	69.4%	*2 Pts*	66.4%	2 out of 4	55.7%	15 out of 28
% of partner-on-partner violence **(SPI 8b)**	70.6%	79.8%	*9.2 Pts*	78.1%	*	74.1%	*
Racially or religiously aggravated offences per 1000 population	0.45	0.52	14.7 %	0.79	2 out of 6	0.7	25 out of 42
% detected racially or religiously aggravated offences	28.3%	33.0%	*4.7 Pts*	33.0%	4 out of 6	36.4%	35 out of 43

* This data was not available at time of publication

3D: Volume Crime Investigation							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% detected of vehicle crimes **(SPI 7e)**	7.5%	7.5%	*0.1 Pts*	11.5%	6 out of 6	10.1%	39 out of 43
% detected of violent crime **(SPI 7c)**	43.0%	47.7%	*4.7 Pts*	51.0%	5 out of 6	49.5%	36 out of 43
% detected of domestic burglaries **(SPI 7b)**	12.5%	16.0%	*3.5 Pts*	16.5%	4 out of 6	15.9%	26 out of 43
% detected of robberies **(SPI 7d)**	17.1%	19.4%	*2.3 Pts*	23.9%	6 out of 6	19.9%	37 out of 43
% of notifiable/recorded offences resulting in a charge, summons, caution or taken into consideration at court **(SPI 7a)**	19.1%	20.0%	*1 Pts*	22.9%	6 out of 6	21.4%	37 out of 43
% total crime detected	21.4%	24.4%	*3 Pts*	25.7%	5 out of 6	25.7%	35 out of 43
% sanction detected of vehicle crimes	7.1%	6.9%	*-0.2 Pts*	10.5%	6 out of 6	9.3%	39 out of 43
% sanction detected of violent crime	34.6%	31.7%	*-2.9 Pts*	39.1%	5 out of 6	34.3%	38 out of 43
% sanction detected of domestic burglaries	11.8%	14.8%	*3 Pts*	14.5%	3 out of 6	14.3%	23 out of 43
% sanction detected of robberies	16.1%	16.6%	*0.5 Pts*	21.6%	5 out of 6	17.2%	38 out of 43
% detected racially or religiously aggravated offences	28.3%	33.0%	*4.7 Pts*	33.0%	4 out of 6	36.4%	35 out of 43
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6a)**	15160	14773	*-2.6 %*	41242	N/A	27381	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6b)**	20.5%	21.4%	*0.9 Pts*	22.9%	4 out of 6	20.7%	24 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population **(SPI 6c)**	0.21	0.33	*61.6 %*	0.36	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine **(SPI 6c)**	12.9%	23.9%	*84.9 %*	21.6%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin **(SPI 6c)**	60.7%	50.0%	*-17.6 %*	50.5%	N/A	43.7%	N/A

* This data was not available at time of publication

3E: Forensic Management							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
Burglary Dwelling - % scenes examined	81.0%	79.2%	*-1.8 Pts*	83.7%	4 out of 6	85.4%	31 out of 42
Theft of motor vehicle (MV) - % scenes examined	73.0%	73.6%	*0.6 Pts*	48.6%	1 out of 6	40.1%	2 out of 42
% fingerprint recovery from burglary dwelling scenes examined	32.0%	29.6%	*-2.4 Pts*	27.1%	3 out of 6	32.1%	34 out of 42
% fingerprint recovery from theft of MV scenes examined	43.0%	39.3%	*-3.7 Pts*	45.1%	4 out of 6	48.9%	35 out of 42
% DNA recovery from burglary scenes examined	5.0%	6.6%	*1.6 Pts*	8.1%	4 out of 6	8.2%	34 out of 42
% DNA recovery from theft of MV scenes examined	12.0%	11.3%	*-0.7 Pts*	20.1%	6 out of 6	20.1%	42 out of 42
% fingerprint idents from recovery at burglary dwelling scenes	14.0%	22.6%	*8.6 Pts*	20.5%	3 out of 6	16.8%	8 out of 42
% DNA matches from recovery at burglary dwelling scenes	*	42.7%	*N/A*	37.7%	3 out of 6	35.5%	11 out of 42
% DNA matches from recovery at theft of MV scenes	*	26.2%	*N/A*	32.0%	5 out of 6	38.3%	34 out of 42
% fingerprint idents from recovery at theft of MV scenes	21.0%	28.3%	*7.3 Pts*	27.3%	3 out of 6	27.9%	16 out of 42
% conversion of fingerprint idents to primary detections	60.0%	48.2%	*-11.8 Pts*	41.7%	3 out of 6	45.3%	22 out of 41
% conversion of fingerprint idents to total detections (incl. secondary)	97.0%	61.0%	*-36 Pts*	88.9%	5 out of 6	82.5%	32 out of 41
% DNA primary detections per match	64.0%	58.0%	*-6 Pts*	41.9%	2 out of 6	49.5%	14 out of 42
% DNA total detections per match (incl. secondary)	101.0%	80.2%	*-20.8 Pts*	91.8%	5 out of 6	88.7%	31 out of 42

3F: Criminal Justice Processes							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6a)**	15160	14773	*-2.6 %*	41242.0	N/A	27380.9	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6b)**	20.5%	21.4%	*1 Pts*	22.9%	4 out of 6	20.7%	24 out of 42
% of arrest summons entered onto the PNC in one day (target 90%)	82.4%	81.7%	*-0.8 Pts*	83.6%	2 out of 6	82.0%	26 out of 43
% of court results entered onto the PNC in 10 days	81.9%	89.2%	*7.3 Pts*	63.2%	1 out of 6	54.5%	2 out of 43
Number of sanction detections	14,217	13,823	*-2.8 %*	41,285.2	N/A	27,659.4	N/A
PYOs arrest to sentence within 71 day target (from COMPASS)	*	*	*	*	*	*	*
Prosecution Team performance measurement - using COMPASS data	*	*	*	*	*	*	*
Management and targeted execution of warrants (COMPASS)	*	*	*	*	*	*	*
Implementation of pre-charge advice and monitoring of 47(3) bail (COMPASS)	*	*	*	*	*	*	*

* This data was not available at time of publication

4A: Reassurance							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
BCS Fear of Crime (% very worried about burglary) **(SPI 10a)**	15.4%	13.0%	*-2.4 Pts*	13.6%	4 out of 6	11.3%	34 out of 42
BCS Fear of Crime (% high levels of worry about vehicle crime) **(SPI 10a)**	17.8%	13.5%	*-4.3 Pts*	16.5%	2 out of 6	12.5%	30 out of 42
BCS Fear of Crime (% high levels of worry about violent crime) **(SPI 10a)**	17.2%	11.9%	*-5.3 Pts*	18.6%	1 out of 6	15.1%	16 out of 42
BCS Feeling of Public Safety (% high levels of perceived disorder) **(SPI 10b)**	20.9%	18.0%	*-2.9 Pts*	18.3%	3 out of 6	15.8%	33 out of 42
% of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months.	56.9%	60.7%	*3.8 Pts*	42.7%	5 out of 5	37.8%	32 out of 34
% of domestic burglaries where the property has been burgled in the previous 12 months	13.6%	13.7%	*0.1 Pts*	9.1%	5 out of 5	8.3%	36 out of 37

4B: Reducing Anti-Social Behaviour and Promoting Public Safety							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled **(SPI 9a)**	*	4.13	*	6.53	*	5.69	5 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.33	*	0.44	1 out of 5	0.51	2 out of 34

5A: Call Management							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
The local target time for answering 999 calls (secs)	10.	10.	*0 %*	12.5	N/A	11.1	N/A
Number of calls answered within local target time	82,254	94,873	*15.3 %*	307,214	N/A	254,988	N/A
% of 999 calls answered within locally set target time	79.0%	91.2%	*12.2 Pts*	86.2%	3 out of 6	87.3%	15 out of 39

* This data was not available at time of publication

5B: Providing Specialist Operational Support							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
Total number of operations involving the authorised deployment of Authorised Firearms Officers where the issue of a firearm was authorised	453	530	*17 %*	817.2	N/A	378.5	N/A
Number of operations where the officers have not commenced operations before being stood down	*	14	*N/A*	5.3	N/A	22.5	N/A

5C: Roads Policing: Annual indicators							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled **(SPI 9a)**	*	4.13	*	*	1 out of 5	5.69	5 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.33	*	0.44	1 out of 5	0.51	2 out of 34

6A: Human Resource Management							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
Number of working hours lost due to sickness by police officers **(SPI 13a)**	94.62	*	*	69.79	*	70.57	*
Number of working hours lost due to sickness by police staff **(SPI 13b)**	95.16	*	*	64.10	*	63.72	*
Medical retirements per 1,000 police officers	6.55	5.46	*-16.7 %*	2.33	4 out of 5	2.9	32 out of 39
Medical retirements per 1,000 police staff	2.23	2.32	*4.3 %*	1.61	4 out of 5	2.16	20 out of 39

* This data was not available at time of publication

6C: Race and Diversity							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% of police recruits from BME groups **(SPI 12a)**	2.2%	N/A	*	5.0%	N/A	3.9%	N/A
% of people from BME groups in the economically active population of the force area **(SPI 12a)**	N/A	1.6%	N/A	8.3%	N/A	8.0%	N/A
Ratio of BME groups resigning to all officer resignations **(SPI 12b)** (White officers: visible minority ethnic officers)	1: 1.69	*	*	1: 1.53	*	1: 1.47	*
% of female officers compared to overall force strength **(SPI 12c)**	18.1%	18.6%	*0.5 Pts*	22.2%	6 out of 6	21.2%	41 out of 42
% of female police staff compared to total police staff	64.2%	66.0%	*1.7 Pts*	62.8%	1 out of 6	62.3%	7 out of 42
% of white police officer applicants appointed	*	17.5%	*	15.9%	N/A	26.9%	N/A
% of BME police officer applicants appointed	0.0%	11.1%	*	12.6%	N/A	24.0%	N/A
Difference in % of applicants appointed	*	6.3	*	3.2 pts	N/A	2.8 pts	N/A
% of female police officer applicants appointed	0.0%	31.0%	*	18.6%	N/A	29.1%	N/A
% of male police officer applicants appointed	0.0%	11.9%	*	13.9%	N/A	24.2%	N/A
Difference in % of applicants appointed	0	19	*	4.6 pts	N/A	4.9 pts	N/A
Difference between voluntary resignation rates of male and female officers	1: 0.94	1: 1	*6.5 %*	1: 1.34	1 out of 5	1: 1.41	7 out of 39

6D: Resource Management							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% of police officer time available for frontline policing **(SPI 11a)**	*	*	*	*	*	*	*
% of time spent on frontline duties (including crime prevention activities) by all police officers and staff (including CSOs)	*	*	*	*	*	*	*
% of police officer time spent on visible patrol	*	*	*	*	*	*	*
% of police officers in operational posts	86.0%	84.2%	*-1.8 Pts*	91.6%	6 out of 6	88.2%	39 out of 41
Total spending per police officer	£61,116.91	£64,789.17	*6 %*	£62,205.56	N/A	£121,668.41	N/A
Total spending per 1,000 population	£187,047.16	£197,282.48	*5.5 %*	£183,078.22	N/A	£320,496.85	N/A

* This data was not available at time of publication

Appendix 2: Glossary of Terms and Abbreviations

ABC	activity-based costing
ACC	assistant chief constable
ACPO	Association of Chief Police Officers
ANPR	automatic number plate recognition
APA	Association of Police Authorities
ASBO	Anti-Social Behaviour Order
BCS	British Crime Survey
BCU	basic command unit
BME	black and minority ethnic
BPA	Black Police Association
BVR	Best Value Review
CBRN	chemical, biological, radiological and nuclear
CDRP	crime and disorder reduction partnership
Centrex	the national police training organisation
CIA	community impact assessment
CID	Criminal Investigation Department
COMPASS	a national information technology system for tracking, managing and recording caseload information
CPS	Crown Prosecution Service
CPU	child protection unit
DCC	deputy chief constable
DNA	deoxyribonucleic acid
DV	domestic violence

EFQM	European Foundation for Quality Management
e-PDR	electronic performance development review
FIB	force intelligence bureau
FSS	forensic science service
Gershon	Sir Peter Gershon's review for HM Treasury, "Releasing Resources for the Frontline: Independent Review of Public Sector Efficiency". July 2004 ISBN 1-84532-032-8
HMIC	Her Majesty's Inspectorate of Constabulary
HOLMES	Home Office Large Major Enquiry System
HR	human resource
IAG	independent advisory group
IiP	Investors in People
IP	improvement plan
IPLDP	Initial Police Learning and Development Programme
IS/IT	information services / information technology
LCJB	local criminal justice board
Level 2 Criminality	criminal activity that takes place on a cross-boundary basis
MAPPA	multi-agency police protection arrangements
MIRSAP	major incident room standardised administrative procedures
MIT	major investigation team
MPR	monthly performance review
MSF	most similar force(s)
MV	motor vehicle
NAFIS	National Automated Fingerprint Identification System

NCIS	National Criminal Intelligence Service
NCM	national costing model
NCRS	National Crime Recording Standard
NCS	National Crime Squad
NIM	National Intelligence Model
NSPIS	National Strategy for Police Information Systems
PA	police authority
PACE	Police and Criminal Evidence Act
PCSO	police community support officer
PFI	private finance initiative
PNC	Police National Computer
POCA	Proceeds of Crime Act 2004
POP	problem-orientated policing
PPAF	policing performance assessment framework
PSU	Police Standards Unit
PYO	persistent young offender
QA	quality assurance
RES	race equality scheme
RPU	roads policing unit
RTC	road traffic collision
Sanction Detections	offences that are detected by way of charge, summons, caution, fixed penalty for disorder or offences admitted on a signed 'taken into consideration' schedule
SGC	specific grading criteria
SIO	senior investigating officer

SOCO   scenes of crime officer

SPI   statutory performance indicators (SPIs) are used to
                        monitor key aspects of police performance and form a
                        critical component of performance assessments. SPIs
                        are set each year following consultation with partners in
                        line with powers under the Local Government Act 1999.
                        SPIs are also known as 'best value performance
                        indicators'

TCG   tasking and co-ordination group

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

YOT   youth offending team