

Her Majesty's Inspectorate of Constabulary



Baseline Assessment Humberside Police

October 2005

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Introduction to Baseline Assessment

This report is the outcome of HMIC's assessment of Humberside 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

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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.

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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 Humberside in terms of demography, policing environment and other socio-economic factors: Durham, Gwent, Lancashire, South Yorkshire and South Wales. 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.

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Baseline Assessment 2005 Frameworks			
1 Citizen Focus (PPAF domain A)			
1A Fairness and Equality <ul style="list-style-type: none"> • Equality of service delivery • Community cohesion • Engaging with minority groups 	1B Neighbourhood Policing and Community Engagement <ul style="list-style-type: none"> • Effective mechanisms for obtaining community views • Responding to local priorities • Effective interventions and problem solving with partners and communities • Community involvement with police 	1C Customer Service and Accessibility <ul style="list-style-type: none"> • Quality of service to victims and witnesses • Customer care • Responding to customer needs • Accessibility of policing services 	1D Professional Standards <ul style="list-style-type: none"> • Investigation of public complaints • Improving professional standards • Combating corruption and promoting ethical behaviour • Reducing complaints and learning lessons
2 Reducing Crime (PPAF domain 1)			
2A Reducing Hate Crime and Crimes against Vulnerable Victims <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • Crime strategy • Performance in reducing volume crime • Problem solving • National Crime Recording Standard (NCRS) compliance 	2C Working with Partners to Reduce Crime <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • Detection rates for murder, rape and other serious crime • Integration with overall crime strategy • Compliance with Association of Chief Police Officers (ACPO) murder manual • Early identification of critical incidents that may escalate into major inquiries 	3B Tackling Level 2 Criminality <ul style="list-style-type: none"> • Crime that crosses BCU and/or force boundaries • Support for regional intelligence and operations • Asset recovery (Proceeds of Crime Act (POCA)) • Effective targeted operations • Quality packages to National Criminal Intelligence Service (NCIS) 	3C Investigating Hate Crime and Crimes against Vulnerable Victims <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • Crime strategy • Crime recording • Investigative skills, eg interviewing • Automatic number plate recognition (ANPR) • Detection performance 	3E Forensic Management <ul style="list-style-type: none"> • Specialist scientific support • Use of National Automated Fingerprint Identification System (NAFIS), DNA, etc • Integrated management of processes • Performance in forensic identification and detection 	3F Criminal Justice Processes <ul style="list-style-type: none"> • Quality and timeliness of case files • Custody management/prisoner handling • Youth justice • Police National Computer (PNC) compliance 	

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4 Promoting Safety (PPAF domain 3)		
4A Reassurance <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> All aspects of call handling and call management Initial incident response Early identification of critical incidents Performance in answering and responding to public calls 	5B Providing Specialist Operational Support <ul style="list-style-type: none"> Management of central operational support Police use of firearms Capability for policing major events/incidents 	5C Roads Policing <ul style="list-style-type: none"> Effectiveness of arrangements for roads policing Integration/support for other operational activity
6 Resource Use (PPAF domain B)		
6A Human Resource (HR) Management <ul style="list-style-type: none"> HR strategy and costed plan Key HR issues not covered in 6B or 6C Health and safety Performance in key HR indicators 	6B Training and Development <ul style="list-style-type: none"> Costed training strategy and delivery plan Key training and development issues 	6C Race and Diversity <ul style="list-style-type: none"> Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability Performance in meeting key targets
6D Resource Management <ul style="list-style-type: none"> Resource availability Effective use of resources to support front-line activity Devolved budgets Finance, estates, procurement and fleet management functions 	6E Science and Technology Management <ul style="list-style-type: none"> Information systems/ information technology (IS/IT) strategy and its implementation Programme and project management Customer service Adequacy of key systems Business continuity/disaster recovery 	6F National Intelligence Model (NIM) <ul style="list-style-type: none"> Extent to which structures, processes and products meet NIM standards Integration of NIM with force planning and performance management Use of community intelligence Application of NIM to non-crime areas
7 Leadership and Direction		
7A Leadership <ul style="list-style-type: none"> Extent to which the chief officer team is visible and dynamic, sets and upholds a vision, values and standards, promotes a learning culture, and sustains a well-motivated workforce Effectiveness of succession planning Promotion of corporacy 	7B Strategic Management <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Effective performance management structures and processes at all levels Quality and timeliness of performance/management information Internal inspection/audit/quality assurance (QA) systems Effectiveness of joint force/PA best value reviews (BVRs)

Force Overview and Context

Humberside Police covers the counties of North East Lincolnshire, North Lincolnshire and the East Riding of Yorkshire along with the urban area of Kingston-upon-Hull. This total area of 1,356 square miles is centred round the Humber estuary, serving a population of almost 900,000 residents. The number of people served by Humberside Police increases significantly when taking into consideration those visiting the area for tourism and travel. It is estimated that one million people a year travel to and from Europe by ferry via Kingston-upon-Hull, and a further quarter of a million people take domestic and international flights from Humberside Airport. The area maintains its strong maritime heritage with the Humber ports of Immingham, Grimsby, Goole and Hull accounting for over 15% of the UK overseas trade, together handling more trade with the rest of Europe than any other British port.

The principal conurbations are Kingston-upon-Hull, Grimsby and Scunthorpe. The area's black and minority ethnic (BME) communities are concentrated mainly in Kingston-upon-Hull and Scunthorpe, the majority being Chinese, Bangladeshi and Indians. The region has a higher than average number of asylum seekers compared with other non-metropolitan forces.

The force headquarters (HQ) is located in the suburbs of Hull. There are four basic command units (BCUs) (known locally as divisions), which are coterminous with the district councils and crime and disorder reduction partnerships (CDRPs). The Association of Chief Police Officers (ACPO) team is based at HQ and is comprised of the Chief Constable, the deputy chief constable (DCC), two assistant chief constables (operations) (ACC (O)s) and one assistant chief officer (support) (ACO (S)). The Chief Constable, Tim Hollis, was appointed in April 2005.

Humberside Police employs 2,263 police officers, 1,258 police staff and 328 special constables (SCs) and has recently recruited 19 police community support officers (PCSOs).

The Humberside Police Authority (PA) has nine elected members, three magistrate members and five independent members. Of the elected members, three are Labour, three are Conservative and three are Liberal Democrat.

The total budget for Humberside Police for 2004/05 was £150.4 million. Humberside has seen sustained investment in the last few years with the development of local policing teams (LPTs).

Humberside Police has embraced a Quality of Life policing style, which is a style developed from public consultation based on local accountability and local responsibility, as well as the resultant reassurance and visibility gained from being locally based. To this end, 39 LPTs have been created, backed by a comprehensive estates development strategy to ensure their bases are central to communities. They are working within their local communities in a highly visible, engaged and accessible way.

The force has been working with the Home Office police standards unit (PSU) since autumn 2003. Operating under the auspices of Operation Vanguard, a comprehensive action plan to focus upon crime reduction and crime investigation within Humberside has been devised and implemented. This work is ongoing and is having a positive impact within both areas.

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Summary of Judgements	Grade	Direction of Travel
1 Citizen Focus		
1A Fairness and Equality	Fair	
1B Neighbourhood Policing and Community Engagement	Fair	Stable
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	Fair	Stable
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	Fair	Improved
4B Reducing Anti-Social Behaviour and Promoting Public Safety	Fair	Stable
5 Providing Assistance		
5A Call Management	Poor	Improved
5B Providing Specialist Operational Support	Fair	Stable
5C Roads Policing	Fair	Improved
6 Resource Use		
6A Human Resource Management	Good	Stable
6B Training and Development	Poor	Stable
6C Race and Diversity	Fair	
6D Resource Management	Good	Stable
6E Science and Technology Management	Good	Improved
6F National Intelligence Model	Fair	Improved
7 Leadership and Direction		
7A Leadership	Fair	
7B Strategic Management	Fair	Stable
7C Performance Management and Continuous Improvement	Fair	Improved

1 Citizen Focus (Domain A)

While force delivery within this area can be described as sound, there are a number of aspects that require additional commitment. These include greater collaboration with other police forces and key partners to enhance equality of service provision. Scope exists to further develop systems to monitor and promote fairness and equality.

The force remains committed to local policing but its preferred means of service delivery is subject to review with an approach described as 'three pillars' (response policing, community policing and intelligence) being developed across the four operational divisions, under the organisation's corporate operating framework.

There is no corporate strategy on the opening times of police stations, and public accessibility is an issue that requires greater consideration. Though a centralised crime reporting and recording system has been introduced, it is questionable whether staffing levels are appropriate to ensure consistent levels of customer care and quality of service.

1A Fairness and Equality

Fair

Strengths

- Public and internal complaints against police involving allegations of homophobic, racial or sexual discrimination, etc, are covered by use of the document *Investigating Allegations of Racist Behaviour*.
- Fair and appropriate use of stop and search powers is monitored through the policing minorities group (PMG) and by research undertaken by Hull University.
- Anonymous, third-party and self-reporting facilities for diversity-related crimes have been developed with partners and implemented following a press launch.
- The Airwave interpretation service and provision within the call-handling project demonstrate that improvements have been made to enhance access to services for individuals for whom English is not their primary language, in accordance with the Disability Discrimination Act.
- Regular liaison with local authorities and other stakeholders ensures that effective joint working takes place at strategic and tactical levels to build public confidence among diverse communities. The local criminal justice board (LCJB) plan includes measures for improved response to hate crime.
- The Chief Constable chairs the PMG. Chief officer group (COG) meetings have reviewed the national and local landscape on race and diversity and the DCC has taken the chief officer lead on diversity issues. The ACC (O) leads the force independent advisory group (IAG) – this is designed to maintain the operational focus on diversity. All chief officers have a diversity objective in their personal development reviews (PDRs).
- The *Secret Policeman* video is now a part of recruit training.

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- The DCC actively seeks out sources of advice and assistance in developing the force's approach to diversity, eg visiting the editor of *The Voice*, calling in at the national black police association (NBPA) HQ and, in company with the force community and race relations (CRR) adviser, has visited the assistant director of the Commission for Racial Equality to scope the new race equality scheme (RES).
- The witness care unit has been established under national guidance to address victim and witness needs as identified by the Crown Prosecution Service (CPS). The CPS and the police have collaborated with the public in establishing the witness care unit. Each major crime file brings with it its own witness management service. A witness management team usually consists of casual workers (retired officers) employed specifically for the purpose. On other occasions, social services also assist with witness management. The force benefits from the child witness service organised through the Hull and East Riding area child protection committee. This provides support to children who are witnesses or victims and prepares them for giving evidence in court.
- Specific communities are identified on the basis of all types of diversity (community profiles) and included within the circulation list of key documents for consultation.
- Public literature and leaflets directly targeted to diverse communities are printed in a variety of languages.
- Ongoing consultation with a range of community representatives, informing strategic planning and tactical policing response, is achieved through the district independent advisory groups (DIAGs) and the force independent advisory group (FIAG).
- Policy on consultation changed as a result of surveys and feedback from those consulted. Mechanisms for responding to escalating community tension with good use of community impact assessments following major incidents, etc, are in place.
- The force has established and supports effective IAGs with meetings minuted. Stakeholder confidence in the force's approach to race and diversity is demonstrated through satisfaction survey results.
- The force's diversity document details its responses to each of the recommendations (with clear action plans, targets and accountability) from the following national reports: HMIC's *Winning the Race* thematic inspection reports, HMIC's *Diversity Matters* thematic inspection report, the ACPO seven-point plan in response to *The Secret Policeman*. Although the force's diversity document does not include the recommendations from the Macpherson Report into the death of Stephen Lawrence, statements of progress and actions are included in the diversity document.
- Staff surveys (with diversity section/questions) have recently been undertaken and the results used to direct plans and strategies (eg, the minorities support development forum – MSDF). Cultural audits have been undertaken and form part of the diversity document action plan. The author and implementation manager of the RES has attended national conferences. Effective PA scrutiny of progress of the RES is included in the revised scheme for implementation this year.
- A range of comprehensive practice directions, plans and strategies to promote

understanding of race and diversity matters have been produced and circulated, both internally and externally through local media, the RES, etc. Examples of fairness and equality issues are covered in guidance and improvement, *Inner Scene* and within the policing plan. The force is committed to ensuring that its commitment to diversity is visible in all force buildings by use of posters.

- The existing PDR process contains race and diversity competencies that are applied to all positions within the police service. All positions of superintending rank and above have a mandatory PDR objective related to the race and diversity competency.

Areas for Improvement

- Currently there is no collaboration with other forces, public services, criminal justice system partners or voluntary agencies to promote equality of service delivery – eg joint training.
- Diversity training is informed by the cultural audit by Equilibrium, outcomes from the Macpherson Inquiry and in-house training needs analysis (TNA). Preparation for the next phase of training were informed by a comprehensive TNA involving minority staff representatives, both in-force and within the community. A number of staff have undertaken specific awareness training. Community members have been actively involved in the TNA of the next phase of diversity training and will be involved in all stages of the training cycle.
- Systems that quality assure, monitor the effectiveness of policies and strategies and improve them have not been fully implemented.
- The diversity excellence tool is not used as an evaluation technique. The force used its last compliance notice based on the Northumbria model. It is now looking to develop an impact assessment scheme.
- The force policing plan does not contain clear race and diversity objectives which match divisional/branch/PDR objectives. A single diversity strategy/plan has, however, been completed with clear aims, objectives and targets. This is reviewed by the PMG. Full use is not being made of Association of Police Authorities guidance, eg in People Matters.
- There is no current disability action plan.
- The force does not have a dedicated witness protection unit. It does, however, have a number of nominated officers who have received witness protection training and who have access to those units providing the service. There is a practice direction covering this issue.
- An RES project group has been established, which will ensure that the 2005 RES is much more than an update of the 2002 scheme. It will encompass a reassessment and repositioning of the force against internal and external service delivery.
- The force has an up-to-date RES, endorsed by the Commission for Racial Equality. First-year published reviews of the RES are available, although there are no published

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impact assessments, and the results of monitoring as required by national guidance have not yet been produced. Where discrepancies in service delivery have been highlighted, they form part of the RES action plan.

- The percentage detected of racially or religiously aggravated offences has decreased from 32.1 % in 2003/04 to 28.5% in 2004/05. The most similar forces (MSF) group average is 45.3% which places the force 6th in its MSF group; the national average is 36.4%, which places the force 40th nationally.
- The percentage of detected violence against the person offences for victims from black and minority ethnic (BME) groups was 13.5% in 2004/05. The MSF group average is 46.5% placing the force 5th in its MSF group and 32nd out of 34 respondent forces nationally.
- The percentage of detected violence against the person offences for white victims is 16.1% in 2004/05. The MSF group average is 27.5% which places the force 5th in its MSF group and 34th out of 34 respondent forces nationally.
- The difference in violence against the person detection rates is 2.607 percentage points in 2004/05. The MSF group average is 19 percentage points and the national average is 9.21 percentage points.

1B Neighbourhood Policing and Community Engagement

Fair

Stable

Strengths

- The ACC (O) is designated as chief officer lead on consultation and community engagement. The Chief Constable and the ACC (O) have meetings with the chief executives of the unitary authorities to discuss partnership working. The force and authority conduct joint public surveys. The authority meets all the Section 106 PACE (Police and Criminal Evidence) Act obligations on consultation through neighbourhood panels and area committee meetings.
- The intelligence manual of guidance and tasking practice direction embraces partners into the National Intelligence Model (NIM) tasking and co-ordinating meeting. Senior members from partnership organisations including CDRPs have received training in the NIM process.
- The force and PA conduct extensive consultation via focus groups, questionnaires, surveys, 'mystery shopper', face-to-face events and public meetings, which take on board the views of the public. These results are then fed into the priority-setting process that takes place each January when targets are set.
- The PA has a standing consultation and partnership committee that oversees engagement with the public. In June 2004 it approved a joint consultative strategy for the authority and the force.
- The policing plan specifically covers citizen focus and the needs of individuals and communities. The adoption of Quality of Life policing and LPTs were made priorities in 1998 and 2001. The current plan also focuses on visibility, response to calls for service, public reassurance, diversity and consultation. It contains both police performance assessment framework and local performance targets and measures.
- The DCC chairs the LCJB confidence group and a confidence plan has been produced. Individual divisional policing plans exist, but include only top-level crime indicators and not confidence measures. However, the needs of communities are covered within individual CDRP plans and the objectives from these are included within the divisional policing plans.
- Policies are in place regarding Freedom of Information Act requests (with a dedicated unit established to deal with these), subject access and vetting (British Standard Institute/ISO 9000 Standard). The performance development unit produces monthly data regarding LPT performance in a common format for distribution to the public.
- The LCJB confidence group is in the process of recruiting a full-time position to develop information flow. The force media strategy covers day-to-day information flow to the public and media. The marketing unit runs national and local as well as in-house campaigns on a variety of policing issues (eg Operation June, Project December, drink drive, new stop powers, and a single non-emergency number).
- Mechanisms are established through the IAGs and diversity panel for ongoing feedback

to the community about how their input has impacted on local policing.

- The force has an intranet site giving information to officers on how to deal with certain communities and the appropriate language to use; they have tried to make this more inviting by using competitions. The site has an excellent hit rate.
- The force commitment to quality of service has been in place for a number of years. The primary strategy for delivery is by means of the LPT model. The PA has made a very significant capital investment over recent years to provide purpose-built accommodation across the force area to house the teams. This building programme is very well advanced. The LPT model is currently being revised (see Areas for Improvement).

Areas for Improvement

- COG approval has been given for the establishment of a community affairs/partnership branch that will produce the strategy for community engagement.
- The force internet site is being developed as part of a best value review (BVR) of marketing and communications.
- A response/gap analysis of the quality of service commitment was conducted in December 2004 and submitted to the national ACPO lead. The results were also shared with the PA to ensure that force development work was in keeping with these. A number of force representatives attended the National Citizen Focus Conference in early 2005. The findings are being widely circulated and developed further by the DCC.
- The force has a public engagements framework and the results are reported and targets for satisfaction set. The PA also reports on public satisfaction and extra work has been commissioned by the DCC to find more information on what makes people very satisfied/ dissatisfied.
- The view is that partners are not receiving sufficient information. The force is currently looking at ways of intelligence sharing and considering best practice around the country. The preferred approach is a data warehouse option.
- The force has established district IAGs and a force IAG is currently trying to get the PA to take over the groups to instil greater independence.
- Community profiles are not completed at the force strategic level or compiled routinely by divisional intelligence bureaus. Some CDRPs produce a profile at BCU level, one of which incorporates police crime data.
- The force is still working on a community cohesion strategy. D division (Hull) has a draft strategy. The force is aware that it needs to include partners in this process and is awaiting developments in the eight national pilots on community cohesion that are currently under way.
- A practice direction based on systematic analysis of disproportionate crime, disorder, anti-social behaviour and victimisation has not yet been produced. The force is awaiting

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outcomes of national pilot schemes before drafting. Consequently, there is no resource deployment strategy based around disproportionality.

- There is no policy/practice direction/guidance, with examples of its application, or plans to make use of powers under the Police Reform Act in respect of the extended police family.
- Crime reduction initiatives are in the early stages of being evaluated on a divisional basis, ie performance managers are present at all meetings and performance data and costing are discussed, but there is no evidence of a central point where good practice is kept and disseminated.
- Each of the four operational divisions has developed a three-pillar approach to policing delivery which incorporates neighbourhood policing through LPTs and within a corporate operating framework. This allows local policy to be set to match local needs. The three-pillar approach to policing delivery allows divisions to manage the sometimes necessary abstraction of neighbourhood officers with specific skills to an absolute minimum. Force and divisional tasking processes direct both force and divisional resources respectively to tackle local concerns/issues when required. The three-pillar approach to policing delivery within the corporate operating framework will be in place across the four divisions by June 2005.

1C Customer Service and Accessibility

Fair

Improved

Strengths

- The triennial CDRP survey picks up on the needs of the community following a consultative exercise. In addition, the neighbourhood panels, on which there is police and PA representation, receive feedback on the needs of local people. All of these ingredients shape the annual policing plan.
- The force has an active referral process to victim support groups. In addition, the family liaison network provides valuable support for victims and their families. 'Achieving best evidence' (ABE) also caters for vulnerable and intimidated witnesses. There is an extensive training programme in place in the force to deliver ABE.
- As part of the change in its consultation strategy, the force and PA have introduced a network of public meetings through the PA's neighbourhood panels. These operate in the Grimsby, Scunthorpe and East Riding divisions. In the Hull division, the function is undertaken within the local authorities' existing network of area committees. There is evidence that outputs from these meetings are used to influence service delivery.
- The Quality of Life policing style is informed by customer feedback through surveys, 'mystery shopper', etc. All non-24-hour police stations are equipped with an external telephone link.
- The administration of justice unit (AJU) is party to the No Witness, No Justice programme. This sets standards for keeping witnesses and victims informed of cases moving through the prosecution process.
- There is evidence of effective direct community involvement through the Special Constabulary (which has doubled in size in less than two years) and a new pilot scheme for fully trained police volunteers.
- The force has taken a strong stance on the introduction of volunteers and provided a 17-week course of night classes, to include health and safety (H&S), protection and law, structured, organised and delivered by its partner organisation Humberside neighbourhood watch group (HaNWaG). There are four intakes and the volunteers, once trained, will support the LPTs.
- The percentage of PA buildings open to the public suitable for and accessible to disabled people has decreased from 116.1% in 2003/04 to 94.6% in 2004/05; however, this places the force top of its MSF group and 7th out of 38 respondent forces nationally.

Areas for Improvement

- There is an extensive training programme in place in the force to deliver ABE. A joint witness care unit has been established in the CPS North Bank office and work is proceeding to extend this to the South Bank by summer 2005. The No Witness No Justice steering group is chaired by the Chief Crown Prosecutor and progress is

reported to the LCJB and criminal justice system nationally.

- There is a project in place to establish a full implementation plan for compliance with the quality of service commitment. The plan is due for completion according to national timescales by April 2005. Some aspects of the plan will involve completely new development but there are others where the force already has a considerable head start, eg, a very well established neighbourhood policing programme, supported by a built infrastructure of local police stations.
- Concerns were expressed in respect of the implementation of the corporate crime direct system. Indications were that optimum staffing levels had still not been achieved and there were ongoing issues in terms of staff training. The force is alert to these issues and is addressing them.
- There is no training provided to address customer care issues for all public facing roles, or training to help staff understand the impact of their behaviour on public confidence and satisfaction.
- The witness care unit deals directly with victims and witnesses. Working practices are still being refined and developed and the CPS has yet fully to support the resources to the local witness care unit. There are no customer surveys for post-court activity, but there are customer surveys in place for contacts with the police, including victims of crime.
- All bonus payments are related to conduct and performance (CAP) criteria – conduct, attendance and performance. There is currently no formal policy on senior and middle managers' assessments including satisfaction rates among their customers. There are no measurements currently in use to determine how the force uses such data to improve services.
- There is no strategy or corporate standards on opening times or accessibility. The force has an intranet site giving details of the estates strategy and progress. The site gives contact details for LPTs and other station buildings.

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, inspectors identified the need for a focused inspection of professional standards (including complaints) in each force to provide a robust comparative baseline for ongoing assessments of progress.

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

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

2 Reducing Crime (Domain 1)

Over the past 12 months, working in partnership, the force has made a very significant commitment to reduce crime levels. Though substantial reductions across priority crime areas have been delivered, the base position from which the reductions started, by comparison with both MSF and national averages, were so high the outcomes achieved have not significantly altered the positioning of the force against its MSF group and national comparators.

HMIC does, however, recognise the effort and progress made and is greatly encouraged by the achievements to date. Continued focus within this critical area of business is essential.

2A Reducing Hate Crime and Crimes against Vulnerable Victims

Fair	Improved
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Strengths

- Through the IAGs and the use of race and hate crime information database (RAHID) information, the force is able to demonstrate that it is taking a lead role in delivering a multi-agency hate crime reduction strategy, including multi-agency working groups to monitor action against hate crime and researching/auditing to identify patterns of offending against distinct community groups.
- The ACC (OS) is designated as chief officer lead on hate crime reduction. For every hate crime incident notified, a report is completed and inputted on to the hate crime database. This is searchable to facilitate analysis and to inform senior management, allowing these crimes to be closely monitored.
- Three of the operational divisions have a community cohesion officer who carries out investigations and gathers intelligence.
- The family protection team consists of the following disciplines (which ensures effective communication between them): mainstream child protection, domestic violence (DV) officers, risk management officers and, in some teams, missing persons' officers.
- The ACC (OS) is the ACPO lead on DV. There is a comprehensive practice direction covering the police response to DV. The patrol guide also contains guidance to officers attending DV incidents and there is information on DV on the police intranet.
- The force has an information-sharing protocol with the Probation Service for DV victims. The force also contributes information that will assist the Probation Service to deliver its DV programme it working with offenders.
- The force is covered by three area child protection committees. All of the committees have written guidelines and procedures that detail which agency, including the police, is responsible for what, and where collaborative arrangements should occur. Formal referral procedures are in place and joint decision making takes place between nominated police supervisors and social services managers. In addition, the family protection teams have a monitoring and supervision policy including standards of

investigation.

- The force has a family protection unit at each division covering a number of disciplines inclusive of child protection. There is a written policy regarding the standards of dealing with child protection issues. The vulnerable witness officers currently receive joint training with social services staff.
- The force recently conducted a BVR on child protection issues. HMIC inspection confirmed that the service is fair and the outlook for improvement promising. The force has already incorporated the recommendations coming out of the national thematic Keeping safe, Staying safe.

Areas for Improvement

- The force is currently formulating an all-embracing multi-agency hate crime strategy.
- There is an issue with eastern European immigrants in respect of violent crime, particularly within Hull, and a problem profile is being generated to look at the extent of the problem.
- While a policy/practice direction and strategy based on the ACPO hate crime manual is in place, it is to be updated to include religion.
- 'Other' intelligence gained during the course of a child protection investigation will be passed to the crime information system (CIS). At present no auditing of child protection investigations takes place to verify this work is being done. However, work has been commissioned to determine whether or not intelligence is migrating from family protection team files to the main intelligence system.
- The force has just commissioned a NIM problem profile in respect of community cohesion issues within the force in order to identify local, regional and national networks involved in violent incidents and associated criminality.
- The Centrex document entitled *Investigating Domestic Violence 2004* is being project-managed within the force. To date, the work is at an early stage and awaits the allocation of further resources before it can be really effective.

2B Volume Crime Reduction

Poor	Improved
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Strengths

- The ACC (O) is designated chief officer lead for volume crime reduction. There are robust systems in place for identifying and rectifying the causes of poor performance, such as the Chief Constable's monthly performance conferences, the ACC (O)'s weekly telephone calls about performance to divisional commanders or divisional superintendents (operations) and the monthly vanguard programme boards chaired by the DCC.
- Volume crime is addressed in the force strategic assessment. Where volume crime is a control strategy priority, the tactical assessments manage the problem. Within the tactical assessment there is a mandatory reporting section for emerging issues; volume crime can be addressed by this method when outside the control strategy.

Areas for Improvement

- While the force has a crime reduction strategy that allows divisions to develop local approaches within the corporate operating framework, the current strategy is four years old and is subject to review.
- Differential targets are currently being set by divisions and CDRPs with the Government Office for Yorkshire and the Humber (GOYH), to cover the period 2005 to 2008. Violent crime reduction has been set as a divisional target to 'contain the upward trend'.
- Problem profiles for violent crime are being developed by the force.
- While there is ample evidence of the operational divisions working with partners to develop various strategies to reduce different types of crime, there is little evidence that good practice is being shared or that a corporate approach is being adopted.
- While a problem-solving strategy exists and is available on the force intranet, there is little evidence that a consistent, corporate approach to problem solving has been adopted. However, the new PCSO training includes a dedicated problem oriented policing (POP) input.
- The number of domestic burglaries per 1,000 households has decreased from 27.84 in 2003/04 to 20.85 in 2004/05, which places the force bottom of its MSF group and 40th nationally.
- The number of violent crimes per 1,000 population has decreased from 32.31 in 2003/04 to 30.46 in 2004/05, which places the force bottom of its MSF group and 41st nationally.
- The number of robberies per 1,000 population has decreased from 2.15 in 2003/04 to 1.43 in 2004/05, which places the force bottom of its MSF group and 34th nationally.

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- The number of vehicle crimes per 1,000 population has decreased from 24.31 in 2003/04 to 19.60 in 2004/05, which places the force bottom of its MSF group and 40th nationally.
- The percentage of domestic burglaries where the property has been burgled in the previous 12 months has decreased from 22.1% in 2003/04 to 17.3% in 2004/05, which places the force bottom of its MSF group and 37th out of 37 respondent forces nationally.

2C Working with Partners to Reduce Crime

Fair	Stable
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Strengths

- All CDRPs have complied with the requirements to undertake crime and disorder audits and produce the related three-year plans.
- At least one secondee from the police works with each CDRP and provides a variety of experience. A superintendent post for Hull CDRP was appointed in February 2005.
- Examples of joint tasking and co-ordinating leading to successful operations can be found across the force, eg Beat the Sneak in the Scunthorpe division which engaged all town and parish councils and led to a 50% reduction in sneak-in burglaries. Operation Cubit ran across the force at various times in partnership with local authorities, the Fire Brigade and DVLA. There are also a number of information-sharing protocols between agencies and Anti-Social Behaviour Order (ASBO) teams across the force.
- Crime reduction targets are set by each CDRP and divisional commanders are held to account for delivery by the CDRP.
- The ACC (O) is designated chief officer lead for partnership issues. ACPO does not sit on CDRPs; this is covered by divisional commanders as the CDRPs are coterminous with operational divisions. The Chief Constable has visited local authority chief executives in the company of the regional crime director. The DCC sits on GOYH delivery group. The Chief Constable is the chair of the LCJB.

Areas for Improvement

- While CDRP partners are involved in tasking and co-ordination group (T&CG) and performance meetings, there is a view that this approach is not as effective as it might be, in that some attendees are not at the correct level to make decisions and commit resources.
- There is no overall strategy on partnership working, no clear statement of commitment in the annual policing plan on partnership working, no clear policy framework within which divisional commanders can engage in a way that meets local needs. However, a draft strategy on partnership working has been produced, although concerns were expressed that it lacked 'bite'.
- Concern was expressed about a lack of integration between the CDRPs stemming from the lack of strategic direction and corporacy of approach across the force area.
- No central evidence exists that the merger between the CDRPs and drug action teams has improved enabled anti-drugs activity. Anecdotally, there is less duplication and greater linkage.
- Although the HQ finance unit monitors bids and incoming funds, etc, there is no central facility to research, track and pursue funding. There is no written delegation of authority

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to divisions to minimise bureaucratic delay. There are no staff member(s) at the centre of the force with responsibility for co-ordinating /supporting CDRP/divisions in bids for funding. Divisional finance and resources managers advise on financial matters. The divisions support funding themselves. The force does not have a business support manager in post through which greater corporacy could be achieved.

3 Investigating Crime (Domain 2)

The force has focused much of its attention within this critically important area of service delivery and has achieved advancements in detection levels within the priority crime categories. Once again, however, the base position from which it started was significantly lower than both peer forces and national averages. This means that, despite the progress achieved to date, its comparative position against its MSF group and national averages remains largely unaltered.

Once again, HMIC acknowledges the effort and progress made and is encouraged by the achievements delivered. Continued commitment within this critical area of service delivery remains essential.

3A Investigating Major and Serious Crime

Good

Strengths

- Major crime issues are incorporated within the force's strategic assessment. Osman issues are integrated within force practice.
- Several examples of effective partnership activity within the level 3 area were cited involving other forces within the region; this includes the provision of mutual aid during time of exceptional demand. As the development of serious and organised crime association (SOCA) continues, recognition of the developing level 3 gap has been identified and the requirement to put in place regional structures to address the issues that will arise. Relationships with the National Crime Squad and the National Criminal Intelligence Service are reported to be effective. Details of an internal operation where the National Crime Squad had supported the force's professional standards department were provided.
- The ACC (OS) is the lead chief officer within this area of business. There is a comprehensive practice direction on the identification of critical incidents.
- Senior investigating officers (SIOs) have been required to make a policy decision at the beginning of a homicide investigation on whether or not the incident they are dealing with is critical. That policy is kept under review and will be altered should events change.
- Undetected major crimes are subject to regular reviews with lessons learnt being shared with other senior detectives. Force SIOs and other senior detectives meet monthly on an informal basis to share information and exchange good practice.
- There is a practice direction in place for the investigation of major crime. There is an effective 'on call' rota for SIOs. Part of the call-out procedure brings with it specialists to control the scene and determine which other skills might be needed.
- The force has four permanent SIOs. The force major incident team consists of 105 staff and is judged to be sufficiently large to deal with all but the most unusual demand patterns. In times of reduced demand, major incident team staff are deployed in support

of divisions in line with their written terms of reference.

- The scientific investigation unit staff are actively involved in the training of officers at all levels, including junior and senior detectives and operational commanders. This includes inputs on crime scene preservation. The practice direction on major crime scenes sets out roles and responsibilities in this area.
- The force has not had any evidential issues related to its scene preservation policy at major crime scenes. Each division is equipped with an initial scene attendance kit which facilitates both the securing and control of scenes.
- The clear-up rate for homicide in the past year is 108.3%. The cost of each investigation is known. SIOs are accountable for, and control expenditure on, individual incidents. The finance manager for the crime management branch monitors spending on each incident.

Areas for Improvement

- The key person in the critical incident chain is identified as the force duty officer, although this person does not receive any specific training. However, the practice direction is comprehensive and does provide a clear *aides memoire* for decision making.
- The force does not currently operate the five-tier investigative interviewing system. This work is contained within the professionalising the investigative process (PIP). Funding has been secured from the PSU and training is scheduled to commence in November 2005.
- The force will be implementing an electronic briefing, tasking and debriefing system (BATS) in June 2005. BATS will provide a corporate medium for the active dissemination of tasks. Key personnel will receive training on the BATS system and supervisors and constables will receive comprehensive guidance to assist them in their roles. The force's intelligence system is currently being redeveloped and will include an interface with HOLMES (the Home Office Large Major Enquiry System).
- The force was successful in obtaining funding of £0.5 million to staff key HOLMES roles through the workforce modernisation fund. This money is being used to recruit and train police staff. This is being evaluated by Hull University.
- The force needs to develop a process to identify trends within the number of unexplained deaths.
- A systematic formal written process needs to be developed to review 'cold cases'. (HMIC acknowledges that such a written process exists to review unresolved cases.)
- The BVR of major crime has recommended the production of written guidance on this matter. This has been tasked to an SIO.
- The number of attempted murders per 100,000 population has decreased from 0.14 in 2003/04 to 0.12 in 2004/05, which places the force 5th in its MSF group and 27th

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nationally.

- The percentage of attempted murders detected has risen from 83.3% in 2003/04 to 90.9% in 2004/05, which places the force bottom of its MSF group and 17th nationally. HMIC acknowledges the positive nature of the progress made but concludes there is still scope for further improvement.
- The number of murders per 10,000 population has decreased from 0.216 in 2003/04 to 0.136 in 2004/05, which places the force 4th in its MSF group and 30th nationally. HMIC acknowledges the positive nature of the progress made but concludes there is still scope for further improvement.

3B Tackling Level 2 Criminality

Fair

Strengths

- The ACC (O) is designated chief officer 'champion' for level 2 crime. He chairs the force's monthly T&CG process and also sits on the regional tasking processes.
- The force has a good working relationship with the local HM Revenue & Customs office through the force intelligence board. All UK Immigration Service (UKIS) intelligence is currently channelled through the Humberside project reflex joint intelligence group (JIG). The force has provided substantial evidence of direct involvement with partners to target level 2 criminality.
- The Humberside project reflex JIG is an excellent example of collaboration between the police and other agencies, eg UKIS, HM Revenue & Customs and the Department for Work and Pensions. The JIG is based within a police building with a member of the UKIS intelligence section attached. A police intelligence analyst is also attached to the JIG, utilising NIM products. The JIG has structured monthly liaison with the other JIGs based in West and South Yorkshire.
- The number of offences for trafficking in controlled drugs per 1,000 population has increased from 0.55 in 2003/04 to 0.81 in 2004/05. This significant increase can be attributed to the proactivity of the force as demonstrated by operations such as Hatch and Troop.
- The percentage of detected trafficking in controlled drugs offences has increased from 85.8% in 2003/04 to 96.1% in 2004/05, which places the force 4th in its MSF group and 16th nationally.
- The number of confiscation orders in 2003/04 was 38 with a total value of £1,015,52. The MSF group average is 12.3 orders with a total value of £361,831, and the national average is 43.16 orders with a total value of £1,179,340.
- The number of forfeiture orders in 2004/05 is 18 with a total value of £44,372, compared with the MSF group average of 3.4 orders and a value of £21,699, and the national average of 18.21 orders with a total value of £79,822.

Areas for Improvement

- The perspective is that the force is well supported by the level 2 team at the centre and is continuing to bolster the resources available to that team. However, some frustration exists among the BCUs as to their ability to access those resources.
- While there is evidence that the force is using the powers created under the Proceeds of Crime Act (POCA), there is little to confirm that it is integrated into core strategic and tactical planning. If this were in place, it would give the force more scope in recovering funds and assets.

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- There is no formal process in place for performance indicators and management information analysis in relation to level 2 crime. The two joint operations undertaken with other forces have been evaluated in terms of measuring the outputs.

3C Investigating Hate Crime and Crimes against Vulnerable Victims

Fair	Stable
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Strengths

- The strategic lead is the ACC (OS) and the operational leads are the divisional commanders.
- The supervision and monitoring policy in respect of the divisional missing persons' officer ensures that procedures are complied with consistently throughout the force. A practice direction is available on the force intranet setting out the recording process, risk assessment, tactical options, supervisory responsibilities and review requirements. This is subject to review when the National Centre for Policing Excellence (NCPE) guidance on missing persons arrives.
- There is a child protection strategy in place with well defined management structures and clear lines of accountability. The strategy will be included in future force and divisional policing plans. It is also on the child protection, DV and ABE website. Other avenues such as Street Craft, multi-agency training for investigators and inputs to local LPTs all provide information and support for officers.
- Crimes against children meet the 90% green standard for National Crime Reporting Standard (NCRS) compliance. Evidence of clear standards of investigation are achieved, including the maximising of evidence-gathering opportunities and a structured approach to supervision, audit and quality control of investigations is taken. Information-sharing guidance is circulated between partner agencies.
- Auditing of the child protection database takes place quarterly to examine the quality and completeness of information. In addition, the child protection co-ordinator dip-samples referrals and examines them to ensure that standards are being met. Feedback on any issue is provided through the family protection team supervisors' meetings.
- The force has family protection teams comprised of the following roles: child protection investigators, DV liaison officers, risk management officers, juvenile liaison officers and a missing persons' officer.
- There is a hate crime policy in place closely based on the ACPO manual. The policing plan 2004–07 makes hate crime a priority.
- The ACC (O) is designated chief officer lead for hate crime. The DCC has responsibility for the diversity agenda.
- The Audit Commission's hate crime audit was not accepted and the force did its own internal audit. The figures for reporting of hate crime have increased. The force puts this down to an increase in the number of minority groups and an increase in confidence in the community. The CPS is prosecuting more offenders for racially aggravated crimes.

- Policies are in place regarding the supply of victim information when crime is reported, as in a victim support referrals policy. Though the force is in the process of establishing No Witness, No Justice units with the CPS, there is an effective child witness service co-ordinated with partners.

Areas for Improvement

- The force has used the RAHID database but is replacing it with CIS to include DV. This development will provide increased analytical capability for looking at hot spots, etc.
- There are no specialist hate crime units at divisions; however, three divisions have a community cohesion officer (not Grimsby) who carries out investigations and gathers intelligence.
- Hate crime was not specifically included in the 2004/05 divisional policing plans. The force recognises that performance can be improved by use of a formalised framework in line with the ACPO manual.
- A performance management framework is currently being established to assess arrest rates and repeat victimisation, etc.
- Up-to-date and accurate job descriptions/role requirements for all staff within DV units are currently under review in the light of NCPE guidance. Training, induction and a development programme for specialist DV staff are also currently under review.
- The Making a Difference conference took place. Force performance on stop and search with regard to BME was recorded as being low, which led to the Stop and Talk project. Training is now in place for officers but has not been evaluated.
- There is no hate crime strategy or dedicated training in place. Staff do not receive training on the investigation of hate crime.
- True Vision has gone to CDRPs as a model for dealing with hate crime. The force is working towards funding from the CDRPs for two posts in 2005 in order to pick up momentum on hate crime issues.
- While there is no specific DV strategy, the six-monthly strategic assessment does consider the threat posed by DV and, where appropriate, it would feature in the control strategy. The CDRPs have DV plans within their overall strategy.
- The analysis of DV incidents and occurrences affecting other vulnerable groups needs to be much more robust. Vulnerable groups also need to be profiled effectively.
- The percentage of DV incidents with a power of arrest where an arrest was made, relative to the number of incidents, is 55.8%. The MSF group average is 67.7%, which places the force 4th in its MSF group. The national average is 55.6%, which places the force 22nd out of 28 respondent forces.
- The percentage detected of racially or religiously aggravated offences has decreased from 32.2% in 2003/04 to 28.5% in 2004/05. This places the force bottom of its MSF

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group and 40th nationally.

- Racially or religiously aggravated offences per 1,000 population has risen slightly from 0.5 in 2003/04 to 0.55 in 2004/05; this places the force 4th in its MSF group and 29th nationally.

3D Volume Crime Investigation

Poor	Improved
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Strengths

- The ACC (O) is designated chief officer lead for volume crime investigation. He is held to account for developments and investigative process through the Chief Constable's performance review process.
- A roads crime unit has been established with support from the PSU and major investment by the PA.
- The force automatic number plate recognition (ANPR) capability conforms to good practice models and deployment of the roads crime unit and ANPR is carried out through the force tasking and co-ordination meetings. Two police officer posts are being funded by the PSU to develop the system further over the coming 12 months and evaluation reports will be submitted to the PSU on a monthly basis.
- All prospective Criminal Investigation Department (CID) officers follow the national training model and have to sit and pass the national exam (ICIDP). The force approach has been evaluated.
- A force crime registrar has been appointed at chief inspector rank.

Areas for Improvement

- Although there is formal accredited training for detective officers and written guidance for pathways to access that training, the force does not adhere to the ACPO NCPE investigative interviewing guidance.
- A TNA in investigative skills has not yet been started. However, there are plans in place, led by the ACC (OS), to identify the gaps and plan for training provision.
- Apart from major crime investigations, there is no formal method in the force for using lessons learnt from volume crime investigations. However, good practice guides are available on the intranet and within divisions. There are no formal audit processes in place to monitor investigation, crime screening, investigative interviewing or lessons learnt. It is assumed the general supervision policy will pick up some of these matters in the monthly meetings between sergeants and constables.
- Investigative interviewing has not been formally introduced into the force. The previous system for monitoring the quality of interviews has been abandoned and not replaced.
- Work has been completed on written instructions for minimum standards of investigation, although it has not been published. It will be incorporated into the volume crime strategy.
- The force was rated Amber for NCRS compliance in 2004. The rating is made up of two elements: the ability to transfer reports of crime into crime records and the

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management arrangements. For the first element, the force was rated Green and had compliance levels in the high 90% across the range of crimes measured. The management arrangements were rated Amber.

- The force has recently conducted an interim NCRS audit which suggests poor levels of compliance. Consideration is being given to the appointment of divisional NCRS 'champions' who would have responsibility for 'signing off' local audits before their results are communicated to HQ.
- Concerns were expressed that the crime system is not being properly audited; however the force crime registrar is addressing this issue.
- No formal training has been delivered to members of the force regarding POCA. Practice directions are, however, in place in relation to each specific area of POCA. Divisional targets are due to come into force which will increase the use of powers to charge money-laundering offences.
- Finance from the government's incentivisation scheme will be reinvested to recruit two new financial investigators.
- The national volume crime model has been adopted and the officer leading is preparing to take his proposals to the COG for approval.
- The percentage of vehicle crime detected has increased from 7.1% in 2003/04 to 9.3% in 2004/05. The MSF group average is 13.3%. This places the force bottom of its MSF group and 33rd nationally where the average is 10.1%.
- The percentage of violent crime detected has increased from 36.5% in 2003/04 to 36.8% in 2004/05, which places the force bottom of its MSF group and 42nd nationally.
- The percentage of domestic burglaries detected has increased from 11.5% in 2003/04 to 12.6% in 2004/05, which places the force bottom of its MSF group, the average being 19.8%, and 38th nationally where the average is 16.7%.
- The percentage of robberies detected has increased from 16.6% in 2003/04 to 20.3% in 2004/05, which places the force bottom of its MSF group and 36th nationally.
- The percentage of total crime detected has increased from 19.4% in 2003/04 to 19.9% in 2004/05, which places the force bottom of its MSF group and 42nd nationally.
- The percentage of racially or religiously aggravated offences detected has decreased from 32.2% in 2003/04 to 28.5 in 2004/05, which places the force bottom of its MSF group and 40th nationally.

3E Forensic Management

Fair	Improved
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Strengths

- The scientific support manager (SSM) is leading a national working group on a quality management system for crime scene investigation.
- All recommendations within Under the Microscope and the PSU National Automated Fingerprint Identification System (NAFIS) review have been considered and, where necessary, implemented.
- The force has utilised funding through the DNA expansion programme for equipment, scientific intelligence staff, forensic courier, DNA processing and specialist DNA testing in targeted volume crime scenes. This is regularly monitored. Data is submitted nationally and held locally with the SSM. The PSU has recently provided funding to employ temporary assistant scene of crime officers (SOCOs) to focus on vehicle examinations.
- Performance is monitored extensively through data collection, assessment and dissemination at force, BCU and individual level. Targets have been set at individual SOCO level and introduced into PDRs. This has already shown an increase in individual performance and the identification of training needs.
- Budgets and submissions are monitored closely and 'value for money' effectiveness is assessed continually.
- Specialists within the fingerprint bureau and fingerprint development laboratory are subject to performance indicators which are measured through PDR.
- Processes are in place to ensure that forensic evidence is collected and submitted in a timely fashion, particularly since the introduction of the forensic courier. Exceptions are reported through line management, although this is steadily improving. Data at force and BCU levels is collected monthly and outstanding identifications are monitored through the weekly chief officer performance calls.
- Much activity is generated in terms of raising levels of forensic awareness including inputs on a number of formal training courses provided at force training school, including all levels of probationer training, CID and advanced CID, LPT commanders, wardens, exhibits officers, firearms officers and vulnerable victims' officers.
- The percentage conversion of fingerprint identifications to primary detections is 64.5%, which places the force top in its MSF group and fourth nationally.
- The percentage of DNA primary detections per match is 78.5%, which places the force second in its MSF group and third nationally.
- The percentage of fingerprint identifications from recovery at burglary dwelling scenes is 22.8%, which places the force second its MSF group and seventh nationally.

- The percentage of DNA matches from recovery at burglary dwelling scenes is 37.9%, which places the force 3rd in its MSF group and 17th nationally.
- The percentage of DNA matches from recovery at theft of motor vehicle (MV) scenes is 41%, which places the force 3rd in its MSF group and 15th nationally.

Areas for Improvement

- The force currently does not have an overarching forensic crime strategy, although practice directions exist for scenes of crime attendance, major crime scene management, DNA database, scientific intelligence, the fingerprint development laboratory and priority crime forensic strategy documents.
- Service-level agreements do not exist; however, this is laid down in the relevant practice directions, which include the responsibilities of customers. No user groups exist, although there is service improvement unit representation at divisional performance meetings to ensure that appropriate communication channels are kept open. The tasking process is still evolving through the customer service crime centres and through the NIM process.
- Outstanding packages are updated weekly on the force intranet so that LPT commanders and line managers can keep up to date with workload in their LPT. Some divisions have robust means of 'actioning' outstanding identifications and this is reflected in their turnaround times for detections. However, force targets need to be set in this area to allow more robust management.
- Workplace training in terms of forensic awareness has been devised and is in the early stages of formalisation. This is provided through the SOCO supervisors who organise placements with SOCOs for fixed periods.
- Volume crime DNA intelligence case submissions have been increasing. However, this is not reflected with an increase in the number of profiles submitted to the national DNA database due to the force submitting samples for a low copy number DNA analysis. Profiles obtained here are searched against the national DNA database (NDNAD) and the rate for these samples is currently 60%.
- The force technical support unit (TSU) has worked extremely hard to improve service provision. It is becoming apparent that it is now operating at capacity and has little flexibility to meet urgent demands while maintaining a 'standard' level of service provision. The provision of TSU expertise is fully co-ordinated with documented recording systems, inventories and feedback systems. The tasking of TSU, however, still remains at a reactive level. More work needs to be done to ensure that TSU involvement is considered as a tactical option at an early stage and that strategies for deployment are developed.
- The SSM is included in the force tasking and co-ordinating meetings, although experience has shown that there is little opportunity for input under the current structure, eg concentration on level 2 drugs criminality.
- SOCO supervisors attend the divisional tasking and co-ordinating meetings and are

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regularly called upon to give input on emerging issues. Further work needs to be done in this area to ensure that this specialist involvement is fully integrated.

- The percentage of burglary dwelling scenes examined is 80.2%; this places the force 4th in its MSF group and 29th nationally.
- The percentage of theft of MV scenes examined is 44.2%, which places the force 4th in its MSF group and 27th nationally.
- The percentage of fingerprint recovery from burglary dwelling scenes examined is 25%; this places the force bottom of its MSF group and 39th nationally.
- The percentage of fingerprint recovery of theft of MV scenes examined is 42.4% this places the force bottom of its MSF group and 28th nationally.
- The percentage of DNA recovery from burglary dwelling scenes examined is 7.1%; this places the force 5th in its MSF group and 29th nationally.
- The percentage of DNA recovery from theft of MV scenes examined is 16.1%; this places the force 5th in its MSF group and 29th nationally.

3F Criminal Justice Processes

Fair	Improved
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Strengths

- The Chief Constable leads on criminal justice issues through feedback from the LCJB. The ACC (OS) leads on custody issues and chairs the force custody meetings. It is reported that the commitment of the police to the LCJB has been excellent. Targets are agreed at the LCJB and a suite of performance measures are in place to monitor progress against statutory performance indicators.
- Feedback from the Humberside Chief Crown Prosecutor confirms the commitment of the force to support multi-agency projects to reduce re-offending.
- The initial problems that Humberside Police encountered in relation to statutory charging were overcome and a green light for charging was given in August 2004. A subsequent inspection by the CPS charging team has acknowledged the progress made by the force in this respect.
- There is evidence of some strong partnership successes including all the criminal justice agencies. This includes Operation Hatch, for which the police, courts, probation service and CPS received a partnership service award from the Prime Minister for the handling of almost 200 serious drug supply cases. Despite their potential impact on the system, these cases were dealt with effectively and with minimal impact on normal business.
- A new file quality system (case progression), started in February 2004 in two divisions, has now been rolled out across all four divisions as the foundation for the effective trials management programme. Initially, progress was mixed; however, positive outcomes are seeing an improved file quality approaching acceptable levels.
- The ACC (OS) chairs the force custody board which is comprised of the director of intelligence, heads of operations and the AJU, custody officers, representatives of divisional H&S, training and the professional standards branch. The results from the research into custody issues are disseminated to divisional commanders for action if necessary.
- Police officers are seconded to all the youth offending teams within the force area.
- There is evidence that the number and capacity of the 'designated' custody centres strike the right balance between economy of scale and travelling times. Further work is ongoing with regard to the provision of additional facilities at non-designated stations.
- The force approach to victim/witness care exceeds the scope of the Home Office Circular guidance. It ensures that victim support service referrals are kept to a high level. These processes are compliant with or exceed Home Office Circular 44/2001 and ACPO/victim support protocol.
- Prolific and priority offender schemes are in place in all divisions. Drugs intervention programmes are established in A, B and D divisions with the A and B division schemes

being viewed as good practice by the GOYH.

Areas for Improvement

- The force is working towards establishing its first Glidewell unit with the CPS in Scunthorpe. Staff have been identified and the only outstanding issue is information technology (IT). It is hoped that this unit will be running in early summer 2005.
- The force has yet to be inspected by the Police National Computer (PNC) compliance team. However, a new strategy has been written and a PNC steering group has been introduced, chaired by an ACC. The force performs strongly with regard to court results entered on to the PNC but is consistently below the target for arrest/summons reports entered.
- There is no overarching criminal justice strategy and the view is that this would be hard to develop. There are practice directions in place covering all areas of work. There is also a page on the intranet site which details all the practice directions in place.
- The No Witness, No Justice project board has not yet met but is in place.
- Each division will have dedicated prisoner-handling teams in place in accordance with the NCPE crime model. Time spent by officers dealing with prisoners is captured and analysed by activity analysis. Police staff warders are working in custody suites as part of the criminal justice intervention programme (CJIP) expansion programme.
- There is no evidence available that good use is made of feedback from victims, witnesses and criminal justice partners.
- Restorative justice schemes are not yet established within the force.
- Feedback confirms that the introduction of the National Strategy for Police Information Systems (NSPIS) case and custody is not having the positive impact that was anticipated.
- The force does not have a comprehensive youth justice strategy with an active chief officer lead.

4 Promoting Safety (Domain 3)

The force approach to local policing is producing positive feedback particularly, with regard to the levels of concern about the fear of crime and public safety.

The national bounty scheme being piloted by the force to recruit additional SCs is paying dividends with a significant increase in officer numbers being evidenced. PCSOs have also been introduced and, though numbers are low, their positive contribution to bolstering public confidence is evident.

While advances have been made in the use of ASBO legislation, greater scope exists to make more effective use of this approach to address anti-social behaviour.

4A Reassurance

Fair	Improved
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Strengths

- The ACC (O) is the chief officer lead for reassurance.
- The force has engaged in a major campaign to increase its use of SCs. The force and PA made a decision to increase the overall number of SCs to 500 by 2008. By the end of March 2005, 310 were in place. It has made use of the SC incentive scheme pilot initiative. Each SC is allocated to an LPT and tasked and deployed via NIM. They are reported upon via PDR in the same way as regular officers.
- The force has clear guidance on crewing contained in its high visibility patrol strategy. Other than for specialist operations such as armed response vehicles (ARVs) the force default position for patrols is single crewing. The decision to double crew either mobile or foot patrols is then a local one based on operational need, local conditions or a clear risk assessment.
- NIM structures, processes and products address reassurance issues; for instance, the strategic assessment template devised by the force includes local crime and disorder strategies and analysis on anti-social behaviour and public disorder. Community impact assessments are used by strategic and tactical T&CGs to determine appropriate police responses to community fears, tension, sensitive police operations, etc.
- The British Crime Survey (BCS) data in respect of 'risk of household crime' in a nine-month period to December 2004 shows there has been a 5.29 percentage point decrease which compares favourably with other forces in the MSF group.
- The BCS 'risk of personal crime' for the nine-month period to December 2004 has shown a 0.38 percentage point reduction which compares favourably with the MSF group.
- The BCS 'worry about burglary' data for the same period has reduced by 1.86 percentage points, which compares favourably with the MSF group.

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- The BCS 'worry about car crime' data for the same period has reduced by 3.8 percentage points, which compares favourably with the MSF group.
- The BCS 'feeling of public safety' data for the same period has reduced by 0.06 percentage points, which compares favourably with the MSF average.

Areas for Improvement

- The force does not have an overarching media/marketing strategy, but does have an extensive practice direction covering media relations.
- Until 2004, the force did not support the use of PCSOs. However, this policy has changed and a successful bid has been made to the Home Office to fund 22 posts. Training commenced in early 2005 under a module system based upon the skills for justice integrated competency framework (ICF), national occupational standards and in accordance with learning descriptors issued by Centrex. Deployment plans are in place for PCSOs in all divisions.
- BCU commanders are not yet held to account for reassurance issues through the performance management regime.
- There is no corporate policy on the use of community beat officers (CBOs), and there was no evidence provided that CBOs are being used effectively.
- There is no policy to make use of powers under Section 41 of the Police Reform Act 2002 on the extended police family. No examples were provided of effective links with local authority wardens, private security organisations, etc.
- The BCS 'worry about violent crime' data has reduced by 0.57 percentage points; however, this continues to be higher than the MSF group average.

4B Reducing Anti-Social Behaviour and Promoting Public Safety

Fair	Stable
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Strengths

- The ACC (O) is the chief officer lead with active involvement in the following multi-agency chief executive or strategic groups which operate at force or county levels: regional resettlement steering groups and the Humberside virtual delivery group. He attends neighbourhood panel or equivalent meetings in each division once a year.
- With regard to chemical, biological, radiological and nuclear (CBRN) preparedness, the ACC (OS) leads in the establishment of the regional intelligence cell, and continues to work closely with the head of Special Branch of West Yorkshire Police. He chairs the monthly Special Branch tasking meeting and is currently involved in developing the surveillance capability of the regional intelligence cell and supporting regional and national structures.
- During 2004, the force undertook a review, by way of a full-day seminar, of the way in which divisions and CDRPs were tackling anti-social behaviour, including the use of tools and tactics. Disorder is included as a specific local indicator at both force and divisional level and is reported on monthly and included within the performance management guide. Divisions also work with their respective CDRPs to tackle anti-social behaviour and accountability mechanisms.

Areas for Improvement

- There is a draft ASBO strategy which is overarching but does not contain some of the finer details necessary to drive this activity. While considerable support was reported in terms of the GOYH, there are frustrations evident in Hull with the perceived lack of commitment from the local authority with regard to ASB.
- There have been steps to improve the corporacy of approach across the organisation with a monthly meeting of the ASBO co-ordinators. This provides a mechanism for the exchange of ideas, but no representation from Hull (police or local authority) has ever attended this meeting.
- While the force is now using ASBOs to tackle anti-social behaviour to greater effect, there is a view that it needs to be shifted from an 'ASBO tool' to a wider crime reduction tool. This is being considered within the force.
- There is no agreed approach offering procedures, tools and training to promote successful problem solving. There is no evidence of effective evaluation of problem-solving initiatives and sharing of good practice. Though the SARA (scanning, analysis, response, assessment) model had been used, it was not pursued further when the LPTs were introduced. While officers are aware of the existence of other agencies and that they should work in partnership, there is little evidence to show that there are real partnership approaches to problem solving.
- While information-sharing protocols are in place with other agencies and are corporate,

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the view is that advantage is not being taken of the wealth of intelligence from the community nor is it being gathered effectively.

- Currently there is no evaluation taking place of ASBO operations. The force has adopted the view that the measure for public satisfaction is that the 'force hasn't received any further complaints'.

5 Providing Assistance (Domain 4)

Call management is an area of business where the force has struggled over recent years. Following the 2004 baseline assessment, the force introduced an action/improvement plan to address the issues raised. There is evidence that some of the benefits from the improvement plan have started to emerge.

Specialist resources, such as ARVs and the dog section, have been recentralised and there is evidence of improved service provision and increased levels of performance.

A road crime unit has been introduced under the auspices of the operations branch and early performance results are impressive. The delivery of operational roads policing remains devolved to the four territorial divisions. There is evidence of an inconsistency of approach to service delivery and of issues around the deployment of these resources corporately to address intelligence-led demand across the force area.

5A Call Management

Poor	Improved
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Strengths

- The introduction and delivery of a well structured plan based around HMIC recommendations is working well. Using staff and managers involved in contact centre management may slow the process down; however, it ensures that staff have a good understanding of the business and has resulted in continuous improvement.
- The meeting structure introduced using the European Foundation for Quality Model (EFQM) is working well for supervisors and has resulted in much more focus being placed on performance.
- Complaints are analysed and are used in a positive way to design training packages as well as being used for individual development.
- The force has used consultancy to map staffing to demand. This has resulted in a more efficient use of staff and some improvements in '999' service levels. The recruitment process has only just begun and it will be some time before a further impact on performance is realised, but it is a positive move towards performance improvement.
- Regional meetings have been introduced by the departmental head. There is now a mechanism in place to share best practice and lessons learnt. The force's proactive approach in setting up this structure highlights the positive drive from the contact centre senior management team in this arena.
- The contact centre realises its impact on delivering the overall objectives of the force. The contact centre senior management team supplies BCUs with management information that can be used when attending consultative committee meetings or for the management of BCU advice desks.
- Senior management have utilised a member of staff with training skills to begin to address contact-centre-specific training issues and introduce soft skills training. This is

in the early stages and needs to be built upon as many members of staff have not received further training since their initial induction.

- The ACC (OS) provides the chief officer lead for call management and accessibility.
- There is awareness among duty officers and staff of the key factors that amount to a potentially critical incident, using experience and expertise, though no formal processes have been implemented to ensure this happens. Practice directions are available on the intranet. Systems are in place, via line management/contingency plans, to ensure that the necessary action is taken from the outset, and is effectively supervised through to resolution.
- There is successful delivery of a plan to recruit, retain, train and develop staff via personnel and support (P&S) resourcing and training unit, and the command centre staff development portfolio. There is effective absence management through return to work interviews/abstraction management in command centres and proactive involvement of P&S/occupational health. There are regular supervisor meetings and skills-based portfolio responsibilities.

Areas for Improvement

- Together with the current improvement plan, which still has some outstanding actions to be delivered, the following areas need to be taken into consideration to achieve continuous, sustainable and long-term improvements.
- There appears to be an overlap between the call-handling project and the product (operational contact service delivery). Decisions on operational matters, departmental needs and project delivery need to be linked clearly so no overlap or duplication of work occurs. However, there needs to be separation of operational decision making and project delivery.
- The contact centre management have designed good quantitative and qualitative management information. This needs to be further developed to ensure that the information collated continues to be relevant, timely and used to deliver performance improvements.
- BCUs operate advice desks. In one month alone, 11,429 calls transferred from the switchboard to these desks were not answered. The net effect is that callers, unhappy at waiting a long time, are eventually re-routed into the contact centre for staff to deal with. Out of the four advice desks, two in particular (Grimsby and Scunthorpe) only achieved a 25% service level. Service level targets, the same as those used for switchboards, should be put in place and adhered to. This would drastically reduce the complaints from customers in relation to time taken to get through and alleviate some of the pressures put on contact centre staff.
- The force spent £600,000 on overtime last year. Robust abstraction management, including sickness and attrition, needs to be driven from senior command supported by HR (human resources) departments. Exit interviews are carried out; however, it was not evident that the contact centre was using this information to identify or address any of the issues raised by staff leaving the centre.

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- Customer focus and research should be developed so that the contact centre can use the information to improve its service to the public.
- Staff satisfaction surveys and action plans based on the results would assist in managing staff morale and could be used as a performance indicator against improvements made.
- Response to incidents and incident management could be improved. A number of sources stated that dispatchers often managed excessive numbers of open incidents, which resulted in callers who reported less urgent cases having to wait for up to four days for service. This is a force problem and not solely a contact centre one and needs to be addressed at the highest level to ensure ownership across the whole process.
- The contact centre does not have at its disposal dedicated support functions, namely, HR, workforce management, resource planners, a call analyst and contact centre manager. The contact centre is experiencing difficulty in meeting peaks of demand for several reasons: inflexible shift patterns, poor succession planning and limited ability to forecast staffing against demand. As a result, it is currently understaffed, using overtime to meet demand.
- Three of the call-handling project's main deliverables are a new telephony platform, a customer relations management product and a HR system. In order for this to be successful, the force needs to ensure that the design and specification meets both end-user requirements and business needs and that these are understood by all parties concerned.
- There needs to be a corporate approach to the training of staff in relation to intelligence gathering and the part they play in the NIM process so that the call-handling function can use it to provide a better service to the force at first point of contact.
- The call-handling project is working towards the aspirational elements of Beating Crime.
- A critical force role – inspector in the northern communications centre – has not attracted staff interest. The head of branch acknowledges that the force needs to raise the profile of critical roles such as this.

5B Providing Specialist Operational Support

Fair	Stable
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Strengths

- The ACC (O) is the ACPO lead and there is evidence that he holds quarterly meetings to review firearms provision.
- The force has a regular review of firearms provision confirming the adequacy of current arrangements through corporate commitments, compliance with Home Office codes and threat assessment, as well as competency-based selection, initial training and assessment as per the practice direction. Training and accreditation records are up to date.
- ARVs are part of the central operations branch. Their primary role and responsibilities are clearly articulated. There is sufficient resilience to allow both firearms response and roads policing to be suitably addressed, with all non-committed firearm activity NIM focused on road crime/anti-social road behaviour.
- The force has addressed the issue of less lethal options/alternatives with baton guns being carried within each ARV, the availability of 'passive' attack dogs and the purchase of TASAR.
- There are effective partnership arrangements through multi-agency planning and regular exercises with other forces, emergency services, airports and local authorities. Operations meetings provide thorough assessment of force requirement, regularly updated with succession planning for key roles.
- The major crime unit, ANPR unit and ARVs are deployed through the tasking process. Other force resources can be tasked through the force T&CG process and are deployed based upon actions within the force tactical assessment.
- The dog section is now controlled at the centre as part of the operations branch. This is seen as a positive step so that a corporate approach can be taken in respect of tasking and supporting the divisions.

Areas for Improvement

- While the initial training of tactical advisers is good, the training of Gold Command performed by the chief officers is scheduled to be addressed. Currently only two of the three are being trained.
- The force duty officers who would perform the role of the initial Silver Command in those incidents which merit the deployment of armed officers are in the process of being trained and accredited.
- Currently, there are no Bronze Commanders trained to deal with incidents which merit the deployment of armed officers. An increase of five sergeant posts in the ARVs has recently been confirmed and will bring greater resilience and bolster the supervisory ratio of the ARV officers.

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- The refresher for Gold Commanders and tactical advisers is poor, with no formal system or re-accreditation. While there is some work done with Silver Commanders to exchange good practice, there is no formal training structure or method of re-accreditation.
- Command issues for firearms incidents are currently being dealt with in that all Gold- and Silver-level Commanders either have or will be attending national accredited training.
- Diversity is a standing agenda item at branch meetings; the head of branch is very keen to attract under-represented groups into the branch across all functions.

5C Roads Policing

Fair	Improved
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Strengths

- Tactical pursuit and containment and the pursuit policy are now fully embedded.
- There are clear lines of responsibility for casualty reduction with divisional casualty reduction officers linked with unitary authorities. There is a regularly updated corporate strategy covering activity by all partners called the Strategy for Reducing Road Casualties. Road safety campaigns will be run through tasking and co-ordinating meetings in order to give them some priority and importance.
- The force is on track to achieve the 2010 casualty reduction target and other key roads policing targets. There is currently a 20.7% improvement on the baseline figure which compares favourably with national expectations and other forces. All fatal collision files meet targets for quality and timeliness. The force is achieving first or second quartile performance (ie performance above first and second quartile), with positive trends over the past three years.
- There is effective tasking and co-ordinating for all aspects of the function through divisional and force NIM tasking. Issues remain in terms of corporacy of approach to ensure best use is made of roads policing resources to service demand across the whole force area. There is sufficient analytical support through force and divisional analysts. Speed/safety camera sites are determined by intelligence and analysis of casualty figures.
- There are adequate staff trained to investigate road fatalities in line with the ACPO road deaths investigation manual (which has been implemented). Roads policing inspectors are SIOs for all fatal and serious collisions. All such cases are monitored by the operations branch collision investigation sergeant to ensure timeliness and quality. There are 35 dedicated and suitably trained roads policing family liaison officers.
- Effective partnership working takes place with key partners with whom protocols and service level agreements (SLAs) have been established. There are also divisional casualty reduction officers. There are diversionary schemes in place of prosecution where appropriate, such as a driver improvement scheme, a speed awareness course and a cycle-safe course.
- The roads crime unit is now in place and reports to be delivering good results. It is making effective use of ANPR and morale within the unit is reported to be high.

Areas for Improvement

- There are issues of training for command centre personnel in respect of critical incident management (inclusive of pursuit management). This has financial implications but the force is committed to doing it.
- The force is seeking to extend the use of ANPR, and has recently secured £300,000 for fixed camera sites.

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- While a roads policing strategy has recently been introduced, the deployment model of roads policing resources, ie within the four operational divisions, continues to cause tensions. A strategic user group has been established which will enable an assessment to be made against the strategy and to introduce corporacy.
- There are still a number of practice directions held by the operations branch that have not been reviewed. This work is ongoing.
- The number of road traffic collisions resulting in death or serious injury per 100 million vehicle kilometres travelled is 9.11. The MSF group average is 4.67 and the national average is 5.66. This places the force 42nd nationally.
- The number of road traffic collisions resulting in death or serious injury per 1,000 population is 0.71 in 2004/05. This still places the force bottom of its MSF group and 37th nationally.

6 Resource Use (Domain B)

While there is ample evidence that critical human resource policies are in place, their application to support operational policing requirements has been highlighted. It is suggested that this is an area that requires some examination.

Major concerns exist about the organisation and delivery of 'in-force' training provision.

Though the force's approach to race and diversity is assessed as being sound, some concerns exist about the effectiveness of engagement mechanisms, recruitment, retention and progression of diverse members of staff.

The management of financial and physical resources within the force is recognised and acknowledged as an area of strength.

Science and technology management is also viewed as being generally strong, though there are concerns about the adequacy of integration between some IT systems.

Though full administrative compliance with the NIM has been achieved, the force is not yet fully operationally compliant, albeit progress has been made.

6A Human Resource Management

Good	Stable
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Strengths

- The force lead on H&S is the DCC who takes an active role in risk assessment and personally leads the audits on divisions and branches. He also visits injured officers within 24 hours.
- The force has recently been successful with a business case to the PA to fund extra staff within the occupational health unit. The two staff (nurses) are now in training and it is expected that once fully trained they will take some of the workload off the force medical officer and reduce the waiting times to see him.
- The force has established an H&S implementation group which meets every six weeks to monitor the plan. All staff associations attend. They update the PA annually as to progress on the plan.
- All divisions and branches hold their own H&S meetings and H&S is a standing item on the agendas of all senior management team meetings. Staff associations are members of the H&S committee.
- There is a flexible-working policy which has had a good take-up. This is evidenced by the mix of staff participating in the scheme: an equal number of police officers and police staff. Last year there were 92 applications, 26% being from men. A concern is that local managers are reluctant to say 'no' on occasions after considering the issue of whether the request, if granted, would be an impediment to force operational capacity.

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- The national recruiting standards for police officers were fully adopted in February 2004. The Breaking Barriers target was exceeded for the percentage of women police officers (22%).
- The People Strategy, containing costed staffing plans, complies with People Matters, the Gender Agenda and Breaking Through. The strategy was agreed with the PA and clearly demonstrates how the activities, objectives and targets set in the annual policing plan and BVPP will be delivered through people. It sets clear annual objectives and a work programme covering managing diversity recruitment, promotions, pay and pensions, retention, work-life balance, employment relations and 'the good employer', training and development, and occupational health, safety and welfare.
- Management structures and processes that facilitate delivery and effective people management are complete. HR concentrates on core activities to support operational policing. There is effective devolvement of core HR functions to divisions with clarity of responsibility.
- There is evidence that the NSPIS HR system is currently linked to other critical systems such as command and control. The system is well utilised and up to date. As other NSPIS products come on line and interfaces are developed, they will be introduced.
- A model which predicts vacancies through starters, career breaks, maternity leave, transfers and retirements is used. A resourcing model detailing staff numbers (and names) at all ranks broken down to divisional level is circulated every four weeks. Staffing levels are determined via the resourcing model. Skill requirements are shown on the role profile and development needs are met through PDR. Responsibility for deployment is devolved to the divisions.
- A flexible-working practice direction provides clear policies, and the provision of an appeals process ensures these are implemented successfully. The practice direction complies with current legislation. Action is taken to avoid unnecessary overtime or short notice changes to shift patterns.
- Investors in People accreditation has been achieved by the staff development and training unit within personnel.
- Effective monitoring and evaluation takes place as all practice directions are reviewed on at least a three-yearly basis. HR policies, practices and procedures are compliant. Each unit has staff who are human rights trained. This is taken into account when policies are developed. Policies are monitored against case law for any impact and changes made where appropriate.
- The approach that the force has adopted in respect of special priority payments (SPP) is a desire to reward those who work the 24/7 patterns. In an attempt to make it fair and equitable, staff are assessed on an hourly basis as to when they fulfil the role as defined within the definition set by the force. The force is considering increasing the eligibility service levels (ie lower than 13 years); while the Police Federation feels SPP is burdensome, the pay and administration section can calculate it very quickly.

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- There are well established procedures and forums for consulting with staff associations. In addition, staff associations are included within all decision-making bodies of the force.
- Employment tribunals are dealt with by the legal services branch. All grievances are logged, monitored and analysed, and this information is considered by the PMG on a regular basis.
- The force has a number of policies concerning sickness and it strongly supports managers in the return to interviews. It also strictly applies the attendance criteria to promotion and selection to specialist posts. There is a reward scheme for staff who do not take sick leave.
- The force is engaged with a company called Psyton to generate a clear and transparent promotion process. Independent feedback would suggest that the new process is being received in a positive light. Detailed feedback is provided to all candidates whether successful or not. The assessment process is pertinent for roles up to inspector level; once beyond that level there is a generic ICF requirement.
- There is a 'workforce agreement' signed by the Police Federation which is included in the force variable shift arrangement agreement. Police staff associations have not raised any issues of concern. Working time issues are monitored and evaluated as they arise.
- The current PDR process is not compliant with the ICF and is currently under review to reinforce links with performance. Staff have individual training and development plans as part of their PDR. There is evidence that the PDR system has the confidence of managers and staff with a take-up rate of 90%. A recent survey asked for feedback on staff requirements of a PDR system.
- The percentage of female officers compared with overall strength has risen to 21.35 in 2004/05, which places the force 3rd in its MSF group and 17th nationally where the average is 21.1%.
- The number of working hours lost due to sickness by police officers is 56.70, which places the force top in its MSF group and 3rd out of 37 respondent forces nationally.
- The number of working hours lost due to sickness by police staff is 73.17, which place the force top in its MSF group and 6th out of 37 respondent forces nationally.
- The number of medical retirements per 1,000 police staff is 0.97, which places the force top in its MSF group and 9th out of 39 respondent forces nationally.

Areas for Improvement

- The force is awaiting an electronic format for reporting injuries and incidents on duty through an NSPIS application which will speed up the time it takes for the relevant people to be informed. At the moment there is a manual system which means it can take up to eight weeks for the occupational health unit to receive this information.

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- The ACO (S) has the personnel function as part of his portfolio. This is being moved to the DCC's portfolio when that position has been filled. A number of business cases have been submitted to consider the increasing demands on the personnel function.
- The force 'champion' for PDR issues is the ACO (S). There is effective monitoring, evaluation and review of PDR standards, completion rates, etc. Based on the outcomes of evaluation, the force is currently reviewing the PDR process to strengthen links with performance.
- The force completed the PDR project in March 2005 and implementation has been agreed by COG. There will be a pilot introduction in the Grimsby division and corporate services branch at HQ.
- An exit interview process has been in place for many years and is currently under review. Relevant information is used to make policy changes where appropriate.
- There is an issue regarding H&S training in that it is only given if identified through PDR. There is a view that police officers are more H&S aware than police staff. The SPRAIN test was developed in order to provoke officers to think on their feet with regard to H&S issues. IOSHH training is being rolled out to all LPT commanders and middle managers.
- The force is currently in transition to the ICF. It uses a bank of competency profiles for recruitment, selection, promotion, career development, etc, but these are not from the ICF. All staff have role profiles but these too are not based on the ICF.
- The force training and supervision board ensures that all training and development support force priorities and performance requirements. Such processes meet considered identified needs and add value.
- In respect of call-handling attrition rates, the force acknowledged that this was the highest area of attrition for support staff, who operate in a difficult environment. It was unclear as to who had conducted exit interviews with leavers, if at all.
- The number of medical retirements per 1,000 police officers is 4.44, which places the force 5th in its MSF group and 27th out of 39 respondent forces nationally.
- The percentage of people from minority ethnic groups in the economically active population of the force area is 1.6%; the MSF group average is 3.1% and the national average is 8%.

6B Training and Development

Poor	Stable
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Strengths

- There is a full-time evaluator who reports directly to ACC (O). The evaluation process is well documented and focused.
- There is good evidence that the community is involved at delivery level across a range of training courses, eg through victim groups and other agencies. The Quality of Life policing strategy aims to develop community consultation, which in the longer term will inform the training planning requirement for Humberside.

Areas for Improvement

- Although the training strategy has been better aligned to Home Office guidance since the original inspection, it is yet to become embedded within the force.
- Although the force has made progress in developing a client–contractor relationship, the manner in which it has been put into practice by the use of two separate boards continues to require review.
- In relation to the costed training plan there are areas which have not been captured, eg divisional training. Staff responsible for collating the necessary information have encountered difficulties in accessing the data, particularly from operational providers. This is an area that needs a strong strategic steer.
- Management arrangements are in need of further development, in terms of enabling the head of staff development and training to carry out the role of a force-wide head of training. This is not an issue of control or of direct supervision, but one of a custodian of standards, principles and costs across the force. There remains a gap between the strategy and reality regarding this position.
- The force does not have a corporate quality assurance framework. While work is under way to move this forward, a significant amount of work remains, and it is unclear who will finally own and monitor it.
- There are no structured implementation plans in relation to previous HMIC reports (Managing Learning, Training Matters and Diversity Matters).
- There is no evidence that the concept of best value has been integrated into routine training management.
- The business planning process for training is fragmented, not cohesive and not connected to the corporate planning cycle.
- While the force has yet to apply the detail of the ICF, the manner in which it is addressing the concept is very encouraging.

6C Race and Diversity

Fair

Strengths

- Consultation on practice directions takes place with the IAG, and internal consultation takes place with all divisions and branches. The force is a member of the employers' forum on disability, a corporate member of British Association of Women in Policing (BAWP) and Working Families. It is also represented on the regional diversity working group.
- The chief officer lead in driving the agenda is ACO (S).
- All chief officers have diversity objectives in their PDRs.
- The people strategy lays out how diversity will be managed and mainstreamed. All documents are human rights and race equality checked to 'proof' against discriminatory practices.
- There are sufficient appropriately skilled specialist resources, eg diversity adviser, RES manager, to ensure delivery of the strategy. In addition, the head of personnel plays an active part in diversity issues in the employment sphere. Targets are included in the People Strategy and regular prioritising reports are produced.
- Effective monitoring of progress takes place and accountability currently rests with personnel branch for police recruiting. The positive action officer is based within personnel; his primary role is to monitor how people from diverse backgrounds progress (or otherwise) through the selection processes.
- The MSDF has been in place for approximately two years. It is inclusive of all minorities staff and has a £20,000 budget.
- The force has increased the number of first contact advisers by 11 and now has 30.
- The force offers mentoring to young in-service staff, BME staff and female staff. The forum promotes an externally provided equality and diversity certificate managed by Hull University. The force has increased the number of BME staff as recruit assessors.
- There are a low number of grievances and employment tribunals. There is a widely published 'combating prejudice and discrimination' standard included in all recruitment literature. It is used in promotion assessment centres and is reinforced through training programmes. It requires staff to confront inappropriate language and behaviour.
- A revised grievance resolution process has recently been remarked. First contact advisers and members of the MSDF are party to mediation and other resolution procedures. There is a well established fairness-at-work procedure.
- The force has a central plan in which all recommendations from a number of sources are collated and the results reported directly to the PMG.

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- The percentage of female officers compared with overall force strength is 21.3%. This is higher than the MSF group average of 21.1%, which places the force 3rd in its MSF group and 17th nationally.

Areas for Improvement

- There is no Black Police Association, no Lesbian and Gay Police Association. There are issues with the spread of female officers across the rank structure.
- Within the PDR there is a race and diversity competency against which every member of staff is assessed. The next phase of diversity training will include separate modules on all aspects of race and diversity.
- The force carried out a substantial equality audit in 2001 and is still completing actions arising from it. There is one recommendation left which centres round diversity training and the force is waiting for the national steer. It is continuing to do small pieces of work which fulfil the requirements of the audit. There are no plans in the immediate future to do another audit.
- The percentage of officers from minority ethnic groups is 1%; the MSF group average is 1.5% and the national average is 3.9%.

6D Resource Management

Good	Stable
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Strengths

- The force is highly devolved but this is limited due to the restriction on officer numbers. Full provision of pension liabilities is in place.
- *Financial Standing:* On reserves: 'In particular the authority has considerable level of reserves (£34.6 million) and it needs to assess whether these are appropriate given its plans and the challenges before it. However, the authority faces a difficult task in trying to balance the need for step improvements in performance and the previous commitment to fund the capital programme through revenue expenditure (£20 million) and may need to review the current funding arrangements and consider alternatives, eg borrowing to support the capital programme.'
- *Activity Analysis:* The force was marked as 'Excellent' for its systems and arrangements and as 'Good' for the quality of data. The force now has 8 million hours of data; policing style should be concerned with activity analysis. The best use has been around bespoke pieces of work.
- There is now an e-procurement policy and more use is made of e-procurement cards. The force is involved in the regional/national procurement framework and it leads nationally on the issue of tyres.
- The estates strategy is evolving now that the LPT purist model is changing. There is one overarching building contract but the force is not contractually committed. There is still a focus on location and service delivery and capacity.
- Clear evidence that operational planning at all levels is fully integrated with finance and resource planning (capital and revenue) has been provided. The role of finance director is filled by the ACO (S) who is a full member of the chief officer team and, as such, participates fully in COG decisions on strategy and plans, both operational and non-operational. The annual PA policing plan meeting held each February agrees the plan for the forthcoming year. The meeting then agrees the revenue and capital budgets, taking into account the previous decision on the contents of the policing plan. There are practice directions covering income generation and sponsorship.
- Evidence that committee structures and processes minimise bureaucracy and delay while enabling the PA to fulfil its responsibilities has been provided. Reporting on financial performance currently sits with the audit and strategy committee. However, it has been proposed that financial performance reporting should go to the performance scrutiny committee to ensure both issues are discussed at the same time.
- Financial controls within financial regulations and the force's finance guidance manual of clearly define responsibilities. The reporting mechanisms on financial management are defined and in operation. The following projects are currently ongoing as part of the e-commerce initiative: pay advice slips – during 2005/06 staff will access pay slips electronically from a central server. Travel and subsistence – expansion of the existing police Carplan software will enable staff to complete forms online and submit them for

approval and payment; and overtime claims – after the introduction of the travel and subsistence scheme, it is proposed that overtime claims follow the same process.

- The strategic procurement plan has two key elements: a development strategy and a buying strategy. The plan identifies appropriate performance targets to provide management information. Of the five staff dedicated to purchasing and contracts work, the procurement and contracts manager and assistant contracts officer are graduate members of the Chartered Institute of Purchasing and Supply. The purchasing co-ordinator holds the foundation-level qualification (Police Procurement Certificate) with the contracts services co-ordinator and the supplies and merchandising assistant presently studying for the same. In addition, a storekeeper has completed the Emergency Services Certificate in 2004 and the stores supervisor has achieved a NEBS Management Introductory Award at certificate level.
- The force currently makes use of 34 collaborative contracts for call-off supplies and services. In addition, it makes use of the OGC G-CAT arrangement for IT supplies and services where appropriate and is implementing IT (NSPIS) system solutions available under the Police Information Technology Organisation (PITO) framework arrangements. The performance indicators are an important measure in monitoring achievements and are reviewed annually. The achievement of best value in procurement is a key priority within the strategic procurement plan. An annual performance report is presented to chief officers and the PA.
- The building and land maintenance strategy is covered in section two of the draft estates strategy and building unit's maintenance practice direction. The force is an active member of the regional Blue Light group. There is some shared use of buildings with CPS staff. In addition, work is being carried out with strategic partners to develop local partnership teams (eg D division, 'Project Alec' strategy).
- The replacement and servicing strategies are contained within a practice direction. Performance indicators are set on vehicle down-time to monitor the effect of the policy. Prior to each post being filled, the job description, core competencies and employee specifications are reviewed to ensure that all standards and qualifications required are relevant. Performance indicators are in place to monitor the effectiveness of the section. Benchmarking is continually taking place on a national/regional level and with local companies on a wide range of issues relating to the running of a vehicle fleet.
- The performance indicators are an important measure in monitoring achievements and are reviewed annually. A performance report is presented to chief officers and the PA.
- The force has made a substantial increase in the training budget for IT, crime and driver training. A force training board now oversees the requirements for training. There is a true customer/supplier relationship. The force is using the workforce modernisation agenda to consider what the workforce will look like in five years' time. With crime fighting fund (CFF) there is a restriction with officer numbers versus civilianisation.

Areas for Improvement

- A new duties management system is due to go live in April 2005. This links with and feeds the core NSPIS HR system that holds all data on staff.

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- There is no strategic response to the Gershon agenda. No evidence is provided that key decisions on better resource management are underpinned by business cases.

6E Science and Technology Management

Good	Improved
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Strengths

- At the end of each IT project, the project board determines and agrees a 'lessons learnt' document and, if relevant, plans a post-implementation review which aims to check that the expected business benefits have been delivered.
- The force information strategy was revised and the latest version approved in August 2004. The IM strategy is fully supportive of the ACPO ISS4PS and the police science and technology strategy. It also underpins the force's overarching Quality of Life and other business strategies.
- The ACO (S) provides the proactive chief officer lead on IT issues, and the head of the information security branch (ISB) sits on the strategy team, strategic support group, programme executive and various projects boards as necessary to provide professional IT advice.
- Information systems/IT infrastructure is managed by an infrastructure programme board with the ACO (S) as sponsor and the head of ISB as executive. This programme board is fed by a number of other project boards and has a good spread of user representation, including the business change manager, to ensure business focus.
- The force runs a strong IT programme and project management regime using the PRINCE 2 (Projects in Controlled Environments) methodology where appropriate. The programme executive, chaired by the DCC, meets monthly to monitor and oversee all other programme and project boards. The structure of these boards ensures that all key functions are fully involved in project management.
- The programme and project management structures are effective in ensuring that top-level user needs and expectations are identified and met.
- The information services branch runs a comprehensive service desk which has improved over the years by increased staffing and appropriate training to the point where around 70% of calls are satisfied first time. A comprehensive help desk management package (SUNRISE) assists with targeting issues and resourcing levels. SLAs are in place (on the intranet) for both the computer and disciplines.
- ISB now has an establishment of 57.5 full-time equivalents supplemented by support services contracts with Unisys to redevelop crime and intelligence. Staff retention has been excellent for a number of years. Good working relationships with HR are reported and ISB is working with HR to develop the career progression scheme for the branch.
- The ACPO information management benchmarking toolkit has been fully used in line with ACPO requirements. The toolkit has shown significant year-on-year improvements in all areas for ISB.
- Information security is regarded as very important by the force. This is evidenced by strong and effective practice directions for staff guidance (on the intranet), effective

firewalls and other technical security measures, effective anti-virus software and effective procurement procedures.

- The IT infrastructure is continually being developed to enhance performance, improve robustness and ensure stability as far as possible to support the business need. Over the last two years, significant investment has been made in the whole infrastructure. Budgets and costed plans are in place to continue improvements over the next five years, including re-engineering crime and intelligence, implementing tasking and briefing, implementing the violent and sex offenders register (VISOR), Schengen, NFLMS and Crimelinks, planning more virtual private network links with partner agencies, implementing R5.1 upgrade to Airwave.
- Frustrations remain in terms of the integration of systems. The force has built a data warehouse (Unisys) and there are 101 users with access across the organisation. The system is identical to that used by South Yorkshire Police so the two forces are able to collaborate.

Areas for Improvement

- Business continuity plans are being improved.
- The pinch points are network and infrastructure; NSPIS command and control went live in June 2004 but case and custody have caused problems. There are a number of work streams driven by order of priority.

6F National Intelligence Model

Fair	Improved
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Strengths

- The Chief Constable is the force champion for NIM development and implementation. This is documented in the Chief Constable's PDR and NIM updates to the PA. ACC (OS) is the chief officer lead for intelligence.
- All NIM structures are in place such as force/BCU strategic and tactical tasking and co-ordinating groups. Strategic T&CGs commission the strategic assessments, agree control strategies and set priorities for intelligence, prevention and enforcement. Strategic assessments and control strategies are available via the force intranet.
- Tactical T&CGs agree tactical assessments (adhering to the national template) and recommend targets, hot spots, series, preventative measures (tactical menu), etc, taking account of control strategy. Tasking and co-ordinating practice direction illustrates who is required to attend T&CGs, including partner agencies.
- Tasking and co-ordinating practice direction dictates policy and decision-making processes based upon national minimum standards.
- All the key managerial and operational roles are in place at force and divisional levels. All roles are rank-specific in compliance with national minimum standards.
- Intelligence managers and analysts attend national courses as part of their training programme. Other intelligence staff are trained internally in accordance with national core competencies.
- The intelligence manual of guidance contains the force intelligence strategy. This is also on the intranet.
- Each divisional intelligence bureau operates a cell intervention policy for the gathering of intelligence from persons in custody and the recruitment of covert human intelligence sources (CHIS).
- Tasking of CHIS is focused towards the control strategy and intelligence requirement. CHIS are used frequently to assist in intelligence gathering.
- The divisional scientific intelligence officers are responsible for the analysis of forensic evidence to ensure all scientific intelligence opportunities are realised.
- Training on the sanitisation and evaluation of intelligence has been provided to over 2,000 Humberside police personnel. In addition, all probationers receive this training as part of their training plan.
- The senior divisional intelligence assistants are responsible for auditing.
- The force has agreed a corporate operating framework that provides divisional

commanders with the opportunity to move resources to meet their T&CG demands. As a result, all divisions have a dedicated team that can execute T&CG actions.

- There is an intelligence steering group in place, plus an internal national intelligence management information team (NIMIT) which sits at the centre.
- The force is reinvesting funds seized under POCA powers into field intelligence staff. It has employed two extra staff as a direct consequence of these arrangements.
- The force has employed one additional analyst since the original baseline assessment was undertaken. There is recognition that as NIM compliance is extended, there may be a need to increase capacity within this element of the model.

Areas for Improvement

- The tactical assessments of the force and divisions will soon be available via the force intranet.
- Tactical TC&Gs set objectives and appoint plan owners. The review of plans is improving due to daily management meetings.
- The tasking and co-ordinating practice direction and the intelligence manual of guidance dictates the process for level 2 applications. The force has requested a decision-making matrix from the NIM team at NCPE.
- Briefings are currently disseminated via the intranet. The force will be implementing an electronic BATS in June 2005.
- All relevant police buildings have been assessed for physical security compliance by the force security officer. As a result, recommendations have been circulated to appropriate managers.
- An audit and inspection schedule is currently being created which will provide further guidance.
- Only a small number of results analysis and operational intelligence assessments have been commissioned via the T&CG process. Problem owners are dealing with the problem that they have been allocated. However, the formal use of a tactical plan is limited.
- While the force has achieved administrative NIM compliance, it is not yet fully operationally compliant, though progress has been made. The NCPE implementation team has recently inspected compliance by invitation and has identified issues, particularly in the Hull division, which are currently being addressed. The Grimsby division is currently assessed as being the most NIM compliant.
- The intelligence manual of guidance is now in place and is currently being developed to version 2. (The original version of the document was supplied to other forces following the lessons learnt from the Bichard Inquiry.)

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- The RAHID system is subject to development and will be subsumed into the CIS 4 intelligence system that is currently being rewritten and is scheduled to be launched in August 2005.
- The force acknowledges that it is not strong in the area of sharing intelligence with its CDRP partners; currently the information provided is historic. Progress is being made although further developments are still required. Effective information sharing is reported from the CDRPs to their respective division.
- The CIS system requires development to enable it to capture and manage community intelligence to better effect.
- The view from analysts was that officers are not being trained properly on how to complete crime reports, in particular on modus operandi, which are then fed into intelligence systems. Improved inputs would result in improved outputs.

7 Leadership and Direction

At the time the baseline assessment evidence was being collated, the ACPO team was in a state of flux. The Chief Constable was newly into post (two weeks) and the incumbent DCC was leaving the force on promotion. The immediate impact resulted in two officers 'acting' within temporary ACPO ranks. The policing vision was nevertheless clear and there was strong evidence emerging of the direction in which the Chief Constable sought to take the force.

The force recognised, however, that in terms of the development of critical strategies there were significant gaps. This was acknowledged and was being addressed.

A robust, structured approach to performance management was in place and continues to be developed. Improvements in force performance confirm the efficacy of the process.

7A Leadership

Fair

Strengths

- The newly appointed Chief Constable has confirmed his commitment to diversity by assuming the role of 'Force Champion'.
- Within the Hull division a customer panel has been established for PCs and police staff equivalent to assist with consultation and to influence decision-making processes. Early indications confirm this to be an effective approach which, with proper evaluation, could amount to 'good practice'.
- All chief officer PDRs are kept fully up to date and PDR meetings include discussion of career development.
- There is active support for leadership development programmes. The force has a leadership development programme sponsored by the DCC. This includes such things as training for inspectors, a high potential development scheme, and an in-force ACPO potential development scheme to identify and support candidates through the police national assessment centre (PNAC) process.
- The force maintains a formal and effective commendation programme at the top level, involving presentations by the Chief Constable at a formal ceremony including partners and guests.
- The structure and content of the force newspaper, *InnerScene*, have been revised to promote the values, direction and expectations of the force.
- Operations June and December were aimed at communicating the force's objectives and direction to the public and stakeholders and to seek feedback.
- The force's corporate standards and practices are set out in practice directions, which are available to members of the force through the intranet.

- The force audit board, chaired by the DCC and attended by the PA, reviews reports on audits of the force, ensures that they are actioned, oversees the annual audit programme and initiates specific 'snap audits' as appropriate. This board also reviews the corporate risk register.
- Views were expressed that there is a strong media department which has received positive feedback from the press in terms of its willingness to foster sound and productive relationships.
- There is evidence of close working relationships and involvement of the staff associations in issues that have strategic implications for the force.

Areas for Improvement

- The recently appointed Chief Constable has confirmed his intention to share more information with the PA. This has been welcomed by the PA as an enhancement to its ability to scrutinise the force more closely.
- Concerns were expressed about the current lack of corporacy within the force. While the performance management regime has provided greater focus, a view was expressed that the four operational divisions continue to operate independently of each other.
- Concerns were expressed about the visibility of the ACPO team, with some members of the team being more visible than others. However, issues of portfolio responsibilities and geographical considerations were acknowledged as having significant bearing on this. Positive feedback has been received regarding senior and middle managers/officers.
- Concerns were expressed about the manner in which the annual policing plan is currently being prepared. The PA prepares large sections of the document and this has implications in terms of scrutiny. It is suggested that there is considerable scope for enhancing a partnership approach between the force and the PA in terms of the preparation of the plan.
- The recent staff survey has confirmed that the levels of morale within the force are low and that the ACPO management team needs to address this issue as a matter of priority.
- The newly appointed Chief Constable has articulated his desire to involve the PA more fully in the development of the ACPO team.
- While acknowledging the necessity of continued performance improvement, conflicting views were expressed about the relevance of the monthly Chief Constable's performance conference in its existing format. Similar concerns were also articulated about the continued existence of Operation Vanguard.
- The recently appointed Chief Constable has confirmed his intention to look at the whole issue of how people in the organisation are treated, from selection procedures to how

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pensioners are dealt with.

- Feedback confirmed a strong view that the force staff are 'told what's going to happen' rather than being able to influence decisions. This is often reinforced by excessive use of the email system.

7B Strategic Management

Fair	Stable
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Strengths

- There is strong support for the force's crime reduction/detection agenda. The PA, force, CDRPs, regional crime director, local criminal justice board and office for criminal justice reform have all agreed to adopt identical targets for crime reduction in all cases where there is a shared crime objective.
- There is an environmental scanning officer within the corporate development marketing and planning unit. A monthly documented environmental scan assesses the national policing agenda and is distributed widely within the force.
- The environmental scan is also specifically incorporated into the force training and supervision board to identify impending training and development requirements, eg citizen-focused policing has been picked up for this purpose by the board.
- There is evidence that the PA and force have a systematic approach to matching resource allocation with force priorities and targets, moving resources to priorities.
- Activity-based costing is well established in the force and was the driver for the BVR of 'time spent in stations'.
- The PA has supported the planning process by direct funding for 19 additional sergeants to improve front-line supervision, 27 intelligence posts to improve NIM performance, operational ANPR capability, and a road crime unit and back-up teams to support performance against crime.
- The force has achieved integration of the key planning cycles. The chief officer lead for business planning processes is the DCC. He is directly involved in the planning process and the key means of delivery. Effective project management is available through the PRINCE 2 systems for the key force development projects and there is a force programme manager reporting to the programme executive to ensure efficient co-ordination.
- The DCC leads a continuing programme to cut out avoidable or unnecessary bureaucracy to create capacity for performance.
- The divisions have policing plans setting out their key force and local objectives and targets. Force crime targets will be the aggregate of the four divisional crime targets. These targets in aggregate exceed the requirements of the GOYH.

Areas for Improvement

- The PA and the force have established a BVR of internal communication whose terms of reference include an analysis of how organisational communication channels work effectively and how they can be made more effective.
- The force has recognised that it has gaps in terms of specific strategies and these are

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now being developed. There is now a roads policing strategy, recently approved at the COG. However, a drugs strategy and a public access strategy remain to be completed.

- Strategic planning and NIM are linked in the force through the force strategy team. There is no evidence that the force control strategy is aligned with principal strategic documents such as the local policing plan.
- There is no evidence of a comprehensive and well communicated programme plan or project management structure for police reform implementation.

7C Performance Management and Continuous Improvement

Fair	Improved
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Strengths

- A number of key indicators of departmental support for operational policing performance now form part of the Chief Constable's performance conference. The force performance management guide is published monthly.
- The force NIM control strategy was deliberately structured to address the 'big five' performance objectives to ensure correlation between the control strategy and key performance objectives.
- A force audit board is in existence which links directly into the management of risk. Evidence was provided confirming the intervention of the board and its impact.
- Evidence was provided that performance objectives are being cascaded through the PDR system. The introduction of the workload allocation database provides a simple but effective mechanism for linking individual performance to corporate objectives. (With proper evaluation this mechanism could amount to 'good practice', though its full potential has not yet been realised.)
- Each stage of the Bichard Inquiry has been debriefed for lessons learnt and significant effort has been focused upon implementing the inquiry's recommendations.
- BVRs have been chosen deliberately through the best value steering group for their impact on performance and/or quality of service.
- A performance management module has been run for inspectors as part of the inspectors' training and development programme.
- The vetting and disclosure unit has just achieved British Standard Institute/ISO9001 accreditation. This is the first such unit in the country to achieve this standard and the force has ensured that in the process two of its managers have gained a thorough grounding in the process of ISO so that they can act as consultants elsewhere within the force.
- A PA member is designated as the lead on performance review.
- The ACC (O) carries out performance visits to LPTs within the four divisions. These visits by are documented and actions fed out to LPT commanders and copied to their divisional commander. Follow-up visits pick up on actions arising.

Areas for Improvement

- While recognising the significant progress made by the force in terms of improving its operational performance, concerns were expressed that it remains largely a bottom quartile performer nationally and that it cannot afford to relax its focus on performance

improvement.

- The PSU-commissioned PriceWaterhouseCooper research on performance issues has now reported its final draft of key findings to the force. These are being considered.
- The force is adopting a new PDR system which will fully integrate force/divisional priorities aligned to CDRP targets. It is anticipated that this work will be well advanced by the end of May 2005.
- Concerns were expressed about the lack of staff within the corporate development department who could undertake the role of inspection in the force. This links directly to the functions of the force audit board and a more effective management of risk.

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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	*	N/A	*	*	48.6%	*
% of victims of racist incidents satisfied with respect to the overall service provided (SPI 3a)	N/A	*	N/A	*	*	71.5%	*
% of white users very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	*	N/A	*	*	56.8%	*
% of users from BME groups very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	*	N/A	*	*	44.1%	*
Difference between very/completely satisfied rates (SPI 3b)	N/A	*	N/A	*	N/A	12.7 pts	N/A
% of white users satisfied with respect to the overall service provided (SPI 3b)	N/A	*	N/A	*	*	78.0%	*
% of users from BME groups satisfied with respect to the overall service provided (SPI 3b)	N/A	*	N/A	*	*	71.2%	*
Difference between satisfied rates (SPI 3b)	N/A	*	N/A	*	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	13.5%	N/A	46.5%	5 out of 5	24.7%	32 out of 34
% detected violence against the person offences for White victims (SPI 3d)	N/A	16.1%	N/A	27.5%	5 out of 5	34.6%	34 out of 34
Difference in violence against the person detection rates. (SPI 3d)	N/A	2.607 pts	N/A	19 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	0.50	0.55	11.4 %	0.55	4 out of 6	0.70	29 out of 42
% detected racially or religiously aggravated offences	32.2%	28.5%	-3.7 Pts	45.3%	6 out of 6	36.4%	40 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	39.6%	N/A	45.6%	6 out of 6	48.6%	41 out of 42

* This data was not available at the time of publication

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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	*	N/A	*	*	65.9%	*
% 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	*	N/A	*	*	54.9%	*
% 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	*	N/A	*	*	38.8%	*
% 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	*	N/A	*	*	69.5%	*
% 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	*	N/A	*	*	55.6%	*
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to making contact with the police (SPI 1a)	N/A	*	N/A	*	*	87.8%	*
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to action taken by the police (SPI 1b)	N/A	*	N/A	*	*	75.4%	*
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to being kept informed of progress (SPI 1c)	N/A	*	N/A	*	*	58.5%	*
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to their treatment by staff (SPI 1d)	N/A	*	N/A	*	*	87.8%	*
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to the overall service provided (SPI 1e)	N/A	*	N/A	*	*	77.3%	*
% of people who think that their local police do good job (SPI 2a)	N/A	39.6%	N/A	45.6%	6 out of 6	48.6%	41 out of 42
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (SPI 3a)	N/A	*	N/A	*	*	48.6%	*
% of victims of racist incidents satisfied with respect to the overall service provided (SPI 3a)	N/A	*	N/A	*	*	71.5%	*
% of PA buildings open to the public which are suitable for and accessible to disabled people	116.1%	94.6%	-21.5 Pts	95.6%	1 out of 5	76.9%	7 out of 38

* This data was not available at the time of publication

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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)	N/A	55.8%	*	67.7%	4 out of 5	55.7%	22 out of 28
% of partner-on-partner violence (SPI 8b)	*	84.5%	*	77.1%	-	74.1%	-
Racially or religiously aggravated offences per 1000 population	0.50	0.55	11.4 %	0.55	4 out of 6	0.70	29 out of 42
% detected racially or religiously aggravated offences	32.2%	28.5%	-3.7 Pts	45.3%	6 out of 6	36.4%	40 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)	3.3%	1.9%	-1.4 Pts	5.3%	1 out of 6	5.3%	4 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime (SPI 4b)	19.9%	15.0%	-4.9 Pts	19.2%	1 out of 6	17.9%	10 out of 42
Domestic Burglary per 1,000 households (SPI 5a)	27.84	20.85	-25.1 %	14.66	6 out of 6	14.40	40 out of 43
Violent crime per 1,000 population (SPI 5b)	32.31	30.46	-5.7 %	21.50	6 out of 6	22.44	41 out of 42
Robberies per 1,000 population (SPI 5c)	2.15	1.43	-33.4 %	0.77	6 out of 6	1.68	34 out of 42
Vehicle crime per 1,000 population (SPI 5d)	24.31	19.60	-19.3 %	15.76	6 out of 6	13.99	40 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.56	0.62	12.4 %	0.74	2 out of 6	0.61	31 out of 42
Total recorded crime per 1000 population	160.66	140.76	-12.4 %	108.51	6 out of 6	105.37	42 out of 42
Violent Crime committed by a stranger per 1,000 population	2.11	1.89	-10.5 %	7.32	1 out of 5	9.87	1 out of 34
Violent Crime committed in a public place per 1,000 population	5.48	5.58	1.8 %	10.66	2 out of 5	13.86	4 out of 34
Violent Crime committed under the influence of intoxicating substances per 1,000 population	1.40	1.79	28 %	4.68	2 out of 5	4.16	5 out of 32
Violent crime committed in connection with licensed premises per 1,000 population	1.14	1.07	-6.3 %	1.72	2 out of 5	1.44	9 out of 32
% of domestic burglaries where the property has been burgled in the previous 12 months	22.1%	17.3%	-4.8 Pts	10.6%	5 out of 5	8.3%	37 out of 37

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2C: Working with Partners to Reduce Crime							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) (SPI 4a)	3.3%	1.9%	-1.4 Pts	5.3%	1 out of 6	5.3%	4 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime (SPI 4b)	19.9%	15.0%	-4.9 Pts	19.2%	1 out of 6	17.9%	10 out of 42
Domestic Burglary per 1,000 households (SPI 5a)	27.84	20.85	-25.1 %	14.66	6 out of 6	14.40	40 out of 43
Violent crime per 1,000 population (SPI 5b)	32.31	30.46	-5.7 %	21.50	6 out of 6	22.44	41 out of 42
Robberies per 1,000 population (SPI 5c)	2.15	1.43	-33.4 %	0.77	6 out of 6	1.68	34 out of 42
Vehicle crime per 1,000 population (SPI 5d)	24.31	19.60	-19.3 %	15.76	6 out of 6	13.99	40 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.56	0.62	12.4 %	0.74	2 out of 6	0.61	31 out of 42
Total recorded crime per 1000 population	160.66	140.76	-12.4 %	108.51	6 out of 6	105.37	42 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)	0.56	0.62	12.4 %	0.74	2 out of 6	0.61	31 out of 42
Number of abductions per 10,000 population	0.17	0.102	-40 %	0.019	6 out of 6	0.016	41 out of 42
% of abduction crimes detected	0.0%	22.2%	N/A	18.2%	1 out of 6	34.9%	13 out of 43
Number of attempted murders per 10,000 population	0.14	0.12	-8.3 %	0.13	5 out of 6	0.14	27 out of 42
% of attempted murder crimes detected	83.3%	90.9%	7.6 Pts	98.7%	6 out of 6	72.7%	17 out of 43
Number of blackmail per 10,000 population	0.159	0.2	28.6 %	0.13	6 out of 6	0.28	30 out of 42
% of blackmail crimes detected	35.7%	11.1%	-24.6 Pts	40.8%	5 out of 6	26.2%	40 out of 43
Number of kidnappings per 10,000 population	0.578	0.49	-15.7 %	0.4	6 out of 6	0.53	32 out of 42
% of kidnapping crimes detected	35.3%	44.2%	8.9 Pts	61.4%	6 out of 6	44.3%	28 out of 43
Number of manslaughters per 10,000 population	0.057	0.045	-20 %	0.024	6 out of 6	0.025	37 out of 42
% of manslaughter crimes detected	20.0%	875.0%	855 Pts	471.4%	1 out of 6	119.2%	1 out of 43
Number of murders per 10,000 population	0.216	0.136	-36.8 %	0.124	4 out of 6	0.138	30 out of 42
% of murder crimes detected	94.7%	108.3%	13.6 Pts	101.4%	2 out of 6	94.5%	10= out of 43
Number of rapes per 10,000 population	3.97	3.73	-6 %	2.18	6 out of 6	2.65	41 out of 42
% of rape crimes detected	20.0%	21.6%	1.6 Pts	37.9%	6 out of 6	29.5%	36 out of 43

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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)	32.31	30.46	-5.7 %	21.50	6 out of 6	22.44	41 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.56	0.62	12.4 %	0.74	2 out of 6	0.61	31 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population (SPI 6c)	0.13	0.83	529.6 %	0.39	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)	2.6%	3.8%	49.2 %	12.9%	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)	79.2%	58.3%	-26.3 %	56.4%	N/A	43.7%	N/A
Number of joint operations between the force and NCS	2.00	*	*	*	N/A	3.94	N/A
Number of joint operations between the force and Revenue and Customs	2	2	0 %	2.8	N/A	6.78	N/A
No. of confiscation orders	38	37	-2.6 %	12.3	N/A	43.16	N/A
Total value of confiscation orders	£1,015,527	£247,462	-75.6 %	£361,831	N/A	£1,179,340	N/A
No. of forfeiture orders	18	14	-22.2 %	3.4	N/A	18.21	N/A
Forfeiture value	£44,372	£31,666	-28.6 %	£21,699	N/A	£79,822	N/A
Trafficking in controlled drugs per 1000 population	0.55	0.81	47 %	0.54	6 out of 6	0.45	42 out of 42
% detected trafficking in controlled drugs offences	85.8%	96.1%	10.3 Pts	95.1%	4 out of 6	91.7%	16 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)	N/A	55.8%	*	67.7%	4 out of 5	55.7%	22 out of 28
% of partner-on-partner violence (SPI 8b)	*	84.5%	*	77.1%	*	74.1%	*
Racially or religiously aggravated offences per 1000 population	0.5	0.55	11.4 %	0.55	4 out of 6	0.7	29 out of 42
% detected racially or religiously aggravated offences	32.2%	28.5%	-3.7 Pts	45.3%	6 out of 6	36.4%	40 out of 43

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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)	7.1%	9.3%	2.2 Pts	13.3%	6 out of 6	10.1%	33 out of 43
% detected of violent crime (SPI 7c)	36.5%	36.8%	0.4 Pts	55.7%	6 out of 6	49.5%	42 out of 43
% detected of domestic burglaries (SPI 7b)	11.5%	12.6%	1.1 Pts	19.8%	6 out of 6	15.9%	38 out of 43
% detected of robberies (SPI 7d)	16.6%	20.3%	3.7 Pts	30.7%	6 out of 6	19.9%	36 out of 43
% of notifiable/recorded offences resulting in a charge, summons, caution or taken into consideration at court (SPI 7a)	14.6%	17.7%	3.1 Pts	22.7%	6 out of 6	21.4%	40 out of 43
% total crime detected	19.4%	19.9%	0.5 Pts	28.0%	6 out of 6	25.7%	42 out of 43
% sanction detected of vehicle crimes	5.8%	8.8%	3 Pts	12.3%	5 out of 6	9.3%	31 out of 43
% sanction detected of violent crime	23.5%	29.8%	6.3 Pts	37.1%	6 out of 6	34.3%	40 out of 43
% sanction detected of domestic burglaries	10.1%	11.9%	1.8 Pts	17.9%	6 out of 6	14.3%	37 out of 43
% sanction detected of robberies	14.8%	18.9%	4 Pts	27.4%	6 out of 6	17.2%	34 out of 43
% detected racially or religiously aggravated offences	32.2%	28.5%	-3.7 Pts	45.3%	6 out of 6	36.4%	40 out of 43
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6a)	17477	22530	28.9 %	24192	N/A	27381	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6b)	13.2%	18.2%	5 Pts	22.5%	6 out of 6	20.7%	37 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population (SPI 6c)	0.13	0.83	529.6 %	0.39	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)	2.6%	3.8%	49.2 %	12.9%	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)	79.2%	58.3%	-26.3 %	56.4%	N/A	43.7%	N/A

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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	78.0%	80.2%	2.2 Pts	81.8%	4 out of 6	85.4%	29 out of 42
Theft of motor vehicle (MV) - % scenes examined	36.0%	44.2%	8.2 Pts	43.7%	3 out of 6	40.1%	27 out of 42
% fingerprint recovery from burglary dwelling scenes examined	22.0%	25.0%	3 Pts	34.7%	6 out of 6	32.1%	39 out of 42
% fingerprint recovery from theft of MV scenes examined	41.0%	42.4%	1.4 Pts	52.4%	6 out of 6	48.9%	28 out of 42
% DNA recovery from burglary scenes examined	6.0%	7.1%	1.1 Pts	8.3%	5 out of 6	8.2%	29 out of 42
% DNA recovery from theft of MV scenes examined	11.0%	16.1%	5.1 Pts	19.5%	5 out of 6	20.1%	29 out of 42
% fingerprint idents from recovery at burglary dwelling scenes	23.0%	22.8%	-0.2 Pts	18.3%	2 out of 6	16.8%	7 out of 42
% DNA matches from recovery at burglary dwelling scenes	*	37.9%	N/A	37.8%	3 out of 6	35.5%	17 out of 42
% DNA matches from recovery at theft of MV scenes	*	41.0%	N/A	39.9%	3 out of 6	38.3%	15 out of 42
% fingerprint idents from recovery at theft of MV scenes	37.0%	32.3%	-4.7 Pts	25.5%	1 out of 6	27.9%	14 out of 42
% conversion of fingerprint idents to primary detections	69.0%	64.5%	-4.5 Pts	52.2%	1 out of 6	45.3%	4 out of 41
% conversion of fingerprint idents to total detections (incl. secondary)	80.0%	97.2%	17.2 Pts	103.8%	4 out of 6	82.5%	16 out of 41
% DNA primary detections per match	76.0%	78.5%	2.5 Pts	64.4%	2 out of 6	49.5%	3 out of 42
% DNA total detections per match (incl. secondary)	81.0%	92.7%	11.7 Pts	110.2%	5 out of 6	88.7%	22 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)	17477	22530	28.9 %	24192.3	N/A	27380.9	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6b)	13.2%	18.2%	5 Pts	22.5%	6 out of 6	20.7%	37 out of 42
% of arrest summons entered onto the PNC in one day (target 90%)	76.5%	79.9%	3.4 Pts	82.9%	4 out of 6	82.0%	29 out of 43
% of court results entered onto the PNC in 10 days	58.0%	70.2%	12.2 Pts	61.6%	4 out of 6	54.5%	14 out of 43
Number of sanction detections	20,668	21,998	6.4 %	24,378.8	N/A	27,659.4	N/A
PYOs arrest to sentence within 71 day target (from COMPASS)	*	*	*	*	*	*	*
Prosecution Team performance measurement - using COMPASS data	*	*	*	*	*	*	*
Management and targeted execution of warrants (COMPASS)	*	*	*	*	*	*	*
Implementation of pre-charge advice and monitoring of 47(3) bail (COMPASS)	*	*	*	*	*	*	*

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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)	12.4%	10.1%	-2.3 Pts	11.3%	3 out of 6	11.3%	20 out of 42
BCS Fear of Crime (% high levels of worry about vehicle crime) (SPI 10a)	12.1%	10.9%	-1.2 Pts	14.1%	2 out of 6	12.5%	17 out of 42
BCS Fear of Crime (% high levels of worry about violent crime) (SPI 10a)	13.0%	12.8%	-0.2 Pts	12.8%	4 out of 6	15.1%	18 out of 42
BCS Feeling of Public Safety (% high levels of perceived disorder) (SPI 10b)	9.9%	10.2%	0.3 Pts	16.0%	1 out of 6	15.8%	7 out of 42
% of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months.	46.2%	*	*	29.6%	*	37.8%	*
% of domestic burglaries where the property has been burgled in the previous 12 months	22.1%	17.3%	-4.8 Pts	10.6%	5 out of 5	8.3%	37 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)	*	9.11	*	6.74	*	5.69	34 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.71	*	0.55	4 out of 4	0.51	29 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)	*	*	N/A	*	N/A	11.1	N/A
Number of calls answered within local target time	*	*	N/A	*	N/A	254,988	N/A
% of 999 calls answered within locally set target time	*	*	*	82.9%	*	87.3%	*

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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	183	206	12.6 %	203.0	N/A	378.5	N/A
Number of operations where the officers have not commenced operations before being stood down	6	11	83.3 %	5.0	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)	*	9.11	*	*	4 out of 4	5.69	34 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.71	*	0.55	4 out of 4	0.51	29 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)	56.70	53.54	-5.6 %	81.93	1 out of 5	70.57	3 out of 37
Number of working hours lost due to sickness by police staff (SPI 13b)	73.17	46.53	-36.4 %	70.74	1 out of 5	63.72	6 out of 37
Medical retirements per 1,000 police officers	*	4.44	*	3.35	5 out of 6	2.9	27 out of 39
Medical retirements per 1,000 police staff	*	0.97	*	3.51	1 out of 6	2.16	9 out of 39

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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)	2.1%	1.0%	-1.1 Pts	1.5%	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	3.1%	N/A	8.0%	N/A
Ratio of BME groups resigning to all officer resignations (SPI 12b) (White officers: visible minority ethnic officers)	*	1: 3.06	*	1: 2.2	5 out of 6	1: 1.47	31 out of 37
% of female officers compared to overall force strength (SPI 12c)	20.6%	21.3%	0.7 Pts	21.3%	4 out of 6	21.2%	20 out of 42
% of female police staff compared to total police staff	60.2%	60.1%	-0.1 Pts	64.8%	6 out of 6	62.3%	33 out of 42
% of white police officer applicants appointed	13.4%	*	*	27.1%	N/A	26.9%	N/A
% of BME police officer applicants appointed	50.0%	0.0%	-50 Pts	18.5%	N/A	24.0%	N/A
Difference in % of applicants appointed	36.6	*	*	8.5 pts	N/A	2.8 pts	N/A
% of female police officer applicants appointed	10.9%	0.0%	-10.9 Pts	31.1%	N/A	29.1%	N/A
% of male police officer applicants appointed	14.6%	0.0%	-14.6 Pts	24.5%	N/A	24.2%	N/A
Difference in % of applicants appointed	3.69	0	-369 Pts	6.6 pts	N/A	4.9 pts	N/A
Difference between voluntary resignation rates of male and female officers	*	1: 1.06	*	1: 1.63	1 out of 6	1: 1.41	9 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	92.4%	90.7%	-1.7 Pts	91.5%	4 out of 6	88.2%	22 out of 41
Total spending per police officer	£63,636.04	£66,801.66	5 %	£64,682.77	N/A	£121,668.41	N/A
Total spending per 1,000 population	£161,053.71	£170,630.07	5.9 %	£170,148.02	N/A	£320,496.85	N/A

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Appendix 2: Glossary of Terms and Abbreviations

ABE	'achieving best evidence'
ACC	assistant chief constable
ACC (O)	assistant chief constable (operations)
ACC (OS)	assistant chief constable (operations support)
ACO (S)	assistant chief officer (support)
ACPO	Association of Chief Police Officers
ANPR	automatic number plate recognition
ARV	armed response vehicle
ASBO	anti-social behaviour order
BATS	Briefing and Tasking System
BCS	British Crime Survey
BCU	basic command unit
BME	black and minority ethnic
BVR	Best Value Review
CBO	community beat officer
CDRP	Crime and Disorder Reduction Partnership
Centrex	the national police training organisation
CHIS	covert human intelligence source
CID	Criminal Investigation Department
CIS	crime information system
COG	chief officer group
COMPASS	a national information technology system for tracking, managing and recording caseload information

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CPS	Crown Prosecution Service
DCC	deputy chief constable
DNA	deoxyribonucleic acid
DV	domestic violence
Gender Agenda	an ACPO/Home Office initiative to promote equal opportunities for women in the police 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
Glidewell	Review of the Crown Prosecution Service, Cm 3960 (June 1998)
GOYH	Government Office for Yorkshire and the Humber
H&S	health and safety
HMIC	Her Majesty's Inspectorate of Constabulary
HOLMES	Home Office Large Major Enquiry System
HQ	headquarters
HR	human resource
IAG	independent advisory group
ICF	integrated competency framework
ICIDP	Initial Crime Investigators Development Programme
IS/IT	information services / information technology
ISB	information security branch
JIG	joint intelligence group
LCJB	local criminal justice board
Level 2 Criminality	criminal activity that takes place on a cross-boundary basis
LPT	local policing team
MAPPA	multi-agency police protection arrangements

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MSDF	minorities support development forum
MSF	most similar force(s)
MV	motor vehicle
NAFIS	National Automated Fingerprint Identification System
NCIS	National Criminal Intelligence Service
NCPE	National Centre for Policing Excellence
NCRS	National Crime Recording Standard
NCS	National Crime Squad
NIM	National Intelligence Model
NSPIS	National Strategy for Police Information Systems
Osman	Osman v UK (1999) 1 FLR 193, where the court established that in certain circumstances the state has a positive obligation to take preventive measures to protect an individual who is at risk from the criminal activities of others
PA	police authority
PACE	Police and Criminal Evidence Act
PCSO	police community support officer
PDR	personal development review
PMG	policing minorities group
PNC	Police National Computer
POCA	Proceeds of Crime Act 2004
PPAF	police performance assessment framework
PPAF	police performance assessment framework
PRINCE 2	Projects in Controlled Environments 2
PSU	Police Standards Unit
PYO	persistent young offender

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QA	quality assurance
RES	race equality scheme
RTC	road traffic collision
Sanction Detection	offences that are detected by way of charge, summons, caution, fixed penalty for disorder or offences admitted on a signed 'taken into consideration' schedule
SC	special constable
SGC	specific grading criteria
SIO	senior investigating officer
SLA	service level agreement
SOCO	scene 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'
SPP	special priority payment
SSM	scientific support manager
T&CG	tasking and co-ordination group
TNA	training needs analysis
TSU	technical support unit
UKIS	UK Immigration Service
Volume Crime	not a technical term but normally refers to high incidence vehicle crime, burglary and in some areas robbery