

Her Majesty's Inspectorate of Constabulary



**HMIC Inspection Report**  
**North Wales Police**  
**Neighbourhood Policing**  
**Developing Citizen Focus Policing**

**September 2008**



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## **Contents**

Introduction to HMIC Inspections  
HMIC Business Plan for 2008/09  
Programmed Frameworks  
Statutory Performance Indicators and Key Diagnostic Indicators  
Developing Practice  
The Grading Process  
Force Overview and Context  
Force Performance Overview

## **Findings**

**Neighbourhood Policing**

**Developing Citizen Focus Policing**

**Appendix 1: Glossary of Terms and Abbreviations**

**Appendix 2: Developing Practice**

**Appendix 3: Assessment of Outcomes Using Statutory Performance Indicator Data**

## Introduction to HMIC Inspections

For a century and a half, Her Majesty's Inspectorate of Constabulary (HMIC) has been charged with examining and improving the efficiency of the police service in England and Wales, with the first HM Inspectors (HMIs) being appointed under the provisions of the County and Borough Police Act 1856. In 1962, the Royal Commission on the Police formally acknowledged HMIC's contribution to policing.

HMIs are appointed by the Crown on the recommendation of the Home Secretary and report to HM Chief Inspector of Constabulary, who is the Home Secretary's principal professional policing adviser and is independent of both the Home Office and the police service. HMIC's principal statutory duties are set out in the Police Act 1996. For more information, please visit HMIC's website at <http://inspectors.homeoffice.gov.uk/hmic/>.

In 2006, HMIC conducted a broad assessment of all 43 Home Office police forces in England and Wales, examining 23 areas of activity. This baseline assessment had followed a similar process in 2005, and thus created a rich evidence base of strengths and weaknesses across the country. However, it is now necessary for HMIC to focus its inspection effort on those areas of policing that are not data-rich and where qualitative assessment is the only feasible way of judging both current performance and the prospects for improvement. This, together with the critical factor that HMIC should concentrate its scrutiny on high-risk areas of policing – in terms of risk both to the public and to the service's reputation – pointed inexorably to a focus on what are known collectively as 'protective services'. In addition, there is a need to apply professional judgement to some key aspects of leadership and governance, where some quantitative measures exist but a more rounded assessment is appropriate.

Having reached this view internally, HMIC consulted key stakeholders, including the Home Office, the Association of Chief Police Officers (ACPO) and the Association of Police Authorities (APA). A consensus emerged that HMIC could add greater value by undertaking more probing inspections of fewer topics. Stakeholders concurred with the emphasis on protective services but requested that Neighbourhood Policing remain a priority for inspection until there is evidence that it has been embedded in everyday police work.

HMIC uses a rigorous and transparent methodology to conduct its inspections and reach conclusions and judgements. All evidence is gathered, verified and then assessed against specific grading criteria (SGC) drawn from an agreed set of national (ACPO-developed) standards. However, the main purpose of inspection is not to make judgements but to drive improvements in policing. Both professional and lay readers are urged, therefore, to focus not on the headline grades but on the opportunities for improvement identified within the text of this report.

## HMIC Business Plan for 2008/09

HMIC's business plan (available at <http://inspectors.homeoffice.gov.uk/hmic/our-work/business-plan/>) reflects our continued focus on:

- protective services – including the management of public order, civil contingencies and critical incidents as phase 3 of the programme in autumn 2008/spring 2009;
- counter-terrorism – including all elements of the national CONTEST strategy;

September 2008

- strategic services – such as information management and professional standards; and
- the embedding of Neighbourhood Policing.

HMIC's priorities for the coming year are set in the context of the wide range of strategic challenges that face both the police service and HMIC, including the need to increase service delivery against a backdrop of reduced resources. With this in mind, the business plan for 2008/09 includes for the first time a 'value for money' plan that relates to the current Comprehensive Spending Review period (2008–11).

Our intention is to move to a default position where we do not routinely carry out all-force inspections, except in exceptional circumstances; we expect to use a greater degree of risk assessment to target activity on those issues and areas where the most severe vulnerabilities exist, where most improvement is required or where the greatest benefit to the service can be gained through the identification of best practice.

The recent Green Paper on policing – *From the Neighbourhood to the National: Policing our Communities Together* – proposes major changes to the role of HMIC. We are currently working through the implications to chart a way forward, and it will not be until the late Autumn when we are able to communicate how this will impact on the future approach and inspection plans. In the meantime, we have now commenced work covering the areas of critical incident management, public order and civil contingencies/emergency planning – which will conclude in early 2009. In consultation with ACPO portfolio holders and a range of relevant bodies (such as the Cabinet Office in respect of civil contingency work) we have conducted an assessment of risk, threat and demand and, based on this, we will focus on those forces where we can add most value. We will also commence a series of police authority inspections in April 2009, which will follow a pilot process from November 2008 through to January 2009.

## **Programmed Frameworks**

During phase 2 of HMIC's inspection programme, we examined force responses to major crime, serious and organised crime, Neighbourhood Policing and Developing Citizen Focus Policing in each of the 43 forces of England and Wales.

This document includes the full graded report for the Neighbourhood Policing inspection and Developing Citizen Focus Policing inspection.

## **Neighbourhood Policing**

The public expect and require a safe and secure society, and it is the role of the police, in partnership, to ensure provision of such a society. The HMIC inspection of Neighbourhood Policing implementation assesses the impact on neighbourhoods together with identified developments for the future.

The piloting of the National Reassurance Policing Programme (NRPP) between April 2003 and 2005 led to the Neighbourhood Policing programme launch by ACPO in April 2005.

There has been considerable commitment and dedication from key partners, from those in neighbourhood teams and across communities to deliver Neighbourhood Policing in every area. This includes over £1,000 million of government investment (2003–09), although funding provision beyond 2009 is unclear.

The NRPP evaluation highlighted three key activities for successful Neighbourhood Policing, namely:

- the consistent presence of dedicated neighbourhood teams capable of working in the community to establish and maintain control;
- intelligence-led identification of community concerns with prompt, effective, targeted action against those concerns; and
- joint action and problem solving with the community and other local partners, improving the local environment and quality of life.

To date, the Neighbourhood Policing programme has recruited over 16,000 police community support officers (PCSOs), who, together with 13,000 constables and sergeants, are dedicated by forces to 3,600 neighbourhood teams across England and Wales.

This report further supports Sir Ronnie Flanagan's *Review of Policing* (2008), which considers that community safety must be at the heart of local partnership working, bringing together different agencies in a wider neighbourhood management approach.

## **Developing Citizen Focus Policing**

Citizen Focus policing is about developing a culture where the needs and priorities of the citizen are understood by staff and are always taken into account when designing and delivering policing services.

Sir Ronnie Flanagan's *Review of Policing* emphasised the importance of focusing on the treatment of individuals during existing processes: this is one of the key determinants of satisfaction.

A sustained commitment to quality and customer need is essential to enhance satisfaction and confidence in policing, and to build trust and further opportunities for active engagement with individuals, thereby building safer and more secure communities.

This HMIC inspection of Developing Citizen Focus Policing is the first overall inspection of this agenda and provides a baseline for future progress. One of the key aims of the inspection was to identify those forces that are showing innovation in their approach, to share effective practice and emerging learning. A key challenge for the service is to drive effective practice more widely and consistently, thereby improving the experience for people in different areas.

Latest data reveals that, nationally, there have been improvements in satisfaction with the overall service provided. However, the potential exists to further enhance customer experience and the prospect of victims and other users of the policing service reporting consistently higher satisfaction levels. All the indications show that sustained effort is required over a period of years to deliver the highest levels of satisfaction; this inspection provides an insight into the key aspects to be addressed. It is published in the context of the recent Green Paper *From the Neighbourhood to the National – Policing our Communities Together* and other reports, which all highlight the priorities of being accountable and responsive to local people. The longer-term investment in Neighbourhood Policing and the benefits of Neighbourhood Management have provided an evidence base for the broad Citizen Focus agenda.

## Statutory Performance Indicators and Key Diagnostic Indicators

In addition to the inspection of forces, HMIC has drawn on published data in the Policing Performance Assessment Frameworks (PPAFs) published between March 2005 and March 2008 as an indicator of outcomes for both Neighbourhood Policing and Developing Citizen Focus Policing.

The statutory performance indicators (SPIs) and key diagnostic indicator (KDI) that are most appropriate to indicate outcomes for the public and are used to inform this inspection are set out below:

### Neighbourhood Policing

- SPI 2a – the percentage of people who think that their local police do a good or excellent job.
- KDI – the percentage of people who ‘agree local police are dealing with anti-social behaviour and crime that matter in this area’.
- SPI 10b – the percentage of people who think there is a high level of anti-social behaviour in their area.

### Developing Citizen Focus Policing

- SPI 1e – satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with the overall service provided by the police.
- SPI 3b – a comparison of satisfaction rates for white users with those for users from minority ethnic groups with the overall service provided.

Forces are assessed in terms of their performance compared with the average for their most similar forces (MSF) and whether any difference is statistically significant. Statistical significance can be explained in lay terms as follows: ‘The difference in performance between the force and the average for its MSF is unlikely to have occurred by chance.’ A more detailed description of how statistical significance has been used is included in Appendix 3 at the end of this report.

## Developing Practice

In addition to assessing force performance, one of HMIC’s key roles is to identify and share good practice across the police service. Much good practice is identified as HMIC conducts its assessments and is reflected (described as a ‘strength’) in the body of the report. In addition, each force is given the opportunity to submit more detailed examples of its good practice. HMIC has therefore, in some reports, selected suitable examples and included them in the report. The key criteria for each example are that the work has been evaluated by the force and the good practice is easily transferable to other forces; each force has provided a contact name and telephone number or email address, should further information be required. HMIC has not conducted any independent evaluation of the examples of good practice provided.

## The Grading Process

HMIC has moved to a new grading system based on the national standards; forces will be deemed to be meeting the standard, exceeding the standard or failing to meet the standard.

### Meeting the standard

HMIC uses the standards agreed with key stakeholders including ACPO, the National Policing Improvement Agency (NPIA) and the Home Office as the basis for SGC. The standards for Neighbourhood Policing and Developing Citizen Focus Policing are set out in those sections of this report, together with definitions for exceeding the standard and failing to meet the standard.

## Force Overview and Context

North Wales Police (NWP) has:

- three divisions;
- some 26 Neighbourhood Policing teams (NPTs);
- a total of 152 officers dedicated to Neighbourhood Policing;
- some 157 PCSOs dedicated to Neighbourhood Policing; and
- membership of six crime and disorder reduction partnerships which cover the force area.

North Wales comprises the island of Anglesey, the Llyn peninsula and the Snowdonia Mountain range, together with the catchments of the Rivers Conwy, Clwyd and Dee.

The NWP area contains the following administrative areas:

- the county borough of Wrexham (*Wrecsam*);
- the county of Flintshire (*Sir y Fflint*);
- the county of Denbighshire (*Sir Ddinbych*);
- the county borough of Conwy;
- the county of Gwynedd; and
- the county of the Isle of Anglesey (*Ynys Môn*).

The area is mostly rural, with many mountains and valleys. The majority of the settlements in North Wales are along the coast, including some popular resorts such as Rhyl, Llandudno and Pwllheli. The North Wales Borderlands are situated to the east and the Snowdonia National Park to the west, making it an area of intriguing contrasts.

There are two cathedral cities, Bangor and St Asaph, and a number of mediaeval castles (Harlech, Caernarfon, Conwy and Beaumaris), which are popular tourist attractions. The A55 expressway links towns with the north of England and the port of Holyhead; few routes connect North Wales with South Wales.

### Structural description of the force

NWP headquarters is in the town of Colwyn Bay, and there are three basic command units (BCUs) (known locally as divisions). Eastern Division encompasses the county borough of Wrexham and the county of Flintshire, with its divisional headquarters in the town of Wrexham; Central Division covers the county of Denbighshire and the county borough of Conwy, with its divisional headquarters in the city of St Asaph and, finally, Western Division encompasses the county of Gwynedd and the county of the Isle of Anglesey, with divisional headquarters in the town of Caernarfon.



The force is isolated from the other three Welsh forces by the physical geography of the area and, in many respects, it has more affinity with forces in the North West of England. There is, however, strong evidence of collaboration with the other Welsh forces on a number of strategic issues. There is a need to meet the challenge of travelling criminals from the North West, and there are well-established procedures for mutual support where necessary. The strategic approach of the force has enabled more effective targeting of cross-border issues.

### Demographic Description of Force Area

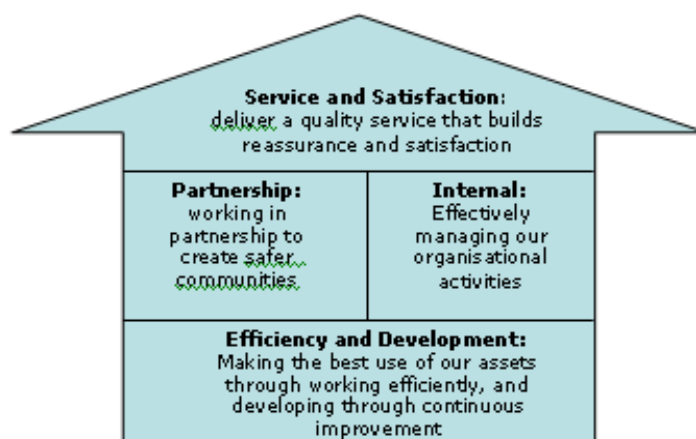
The shape and nature of North Wales influence its population characteristics. Most of the inhabitants live in and around the lowland coastal plains. Towards the hills and mountains, the population becomes thinly scattered across large areas, dotted with occasional small towns.

NWP is responsible for policing a resident population of just over 674,400 people. In Eastern Division, there is a population of 280,268; Central Division has a population of 207,402 and Western Division 186,828. The population increases substantially – particularly in Central and Western Divisions – with the influx of tourists during the summer months.

### Strategic Priorities

In response to the Home Secretary’s strategic priorities and local consultation, NWP has developed a framework that supports the Home Secretary’s priorities and covers all areas of policing that it will focus on over 2008–11. The framework has been adopted by the force and the authority and is embedded in everything NWP does; it is underpinned by its three-year strategic policing priorities and its annual policing priorities. Together with the performance indicators, these allow for clear measurement of performance under clearly defined areas of policing.

The framework contains four areas of work that are integral to the work of the organisation.



### NWP strategic policing priorities, 2008–11

Two types of priorities have been defined within each of the four areas – 17 three-year priorities and five annual priorities for 2008/09.

#### **Efficiency and development**

- Demonstrate increasing efficiency through exploitation of assets.
- Risk management.
- Development of recruitment and training.

- Effectively manage workforce diversity.
- Maintain a supportive work culture.
- Develop collaborative working.

#### **Internal**

- Effectively manage core processes.
- Positive management of information.
- Increase the speed of response.

#### **Partnership**

- Move from Neighbourhood Policing to neighbourhood management.
- Reduce levels of anti-social behaviour (ASB).
- Reduce levels of serious crime.
- Improve the safety of road users in North Wales.
- Prevent terrorism/extremism.

#### **Service and satisfaction**

- Clarity of what is expected from officers and staff.
- Improve levels of public confidence.
- Ensure a quality and fair response to calls for assistance.

NWP has set long-term objectives and measures which will be actioned over the next three years to achieve the strategic policing priorities.

#### **Local policing priorities 2008/09**

These priorities are felt to be key to each of the four framework areas, and vital for the force to concentrate its efforts on. These have been agreed by the police authority and are to:

- **improve the use of resources in order to strengthen performance;**
- **improve police visibility by making the best use of modern technology;**
- **improve investigative standards;**
- **improve the safety of children, young people and other vulnerable people; and**
- **give people with whom the force comes into contact a higher quality service.**

In response to the annual priorities, divisions have also devised objectives and measures detailing how the force priorities are going to be implemented on a local level and measured accordingly.

## **Force Performance Overview**

#### **Performance 2007/08**

NWP is still one of the top performing police forces in Wales and England, continuing to improve the quality of life for the people who visit, work and live in North Wales. The performance of the force is analysed on a monthly basis and annually with the production of the Chief Constable's annual report.

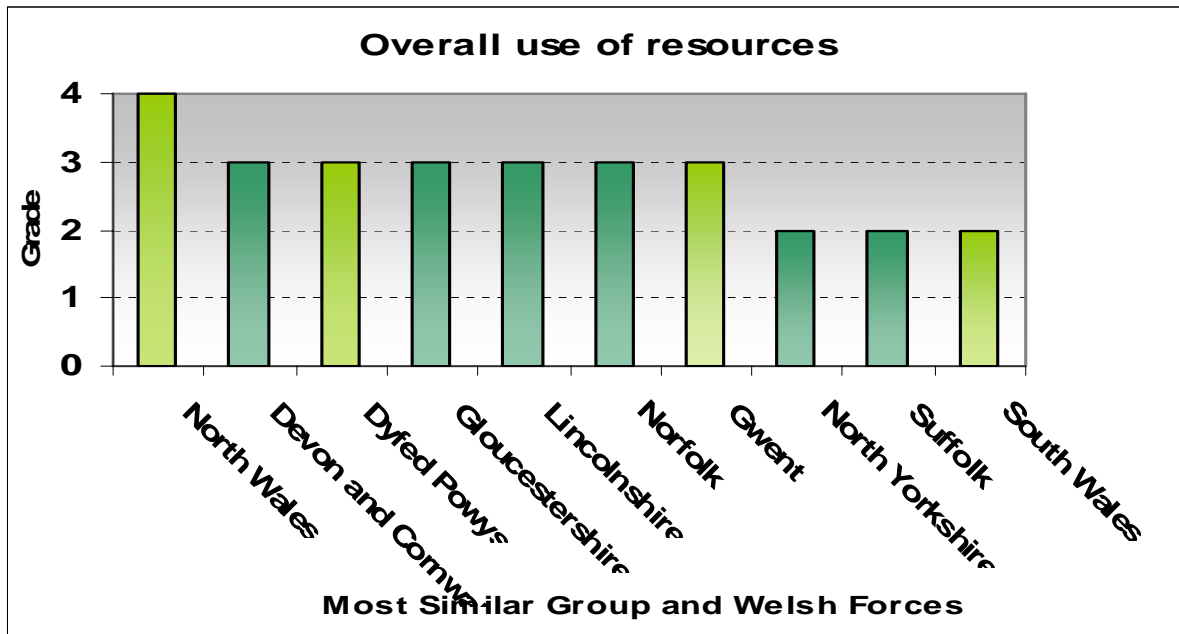
#### **Police use of resources**

NWP is one of only seven forces in the UK to have attained a Grade 4 in the national police use of resources evaluation (PURE).

The PURE assessment is carried out by the Welsh Audit Office in Wales and enables auditors to form judgements on the police authority and force arrangements to secure the effective use of resources. The assessment reviewed five themes – financial reporting,

financial management, financial standing, internal control and value for money. An overall judgement score is awarded ranging from 1, which is below minimum requirements, up to 4, which is well above minimum requirements – performing strongly.

NWP was the only force in Wales, and in its MSF group, to achieve this grade. This confirms that NWP continues to utilise resources in the best possible manner and underlines its commitment to excellence.



The process will be replaced in 2008/09 by a broader use of resources assessment, based around three themes of managing money, managing the business and managing other resources.

## Neighbourhood Policing

<b>2007/08 Neighbourhood Policing Summary of judgement</b>	<b>Meeting the standard</b>
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### Meeting the standard

Following the moderation process, NWP was assessed as meeting the standard. Neighbourhood Policing has been implemented to a consistent standard across the force.

### Neighbourhoods are appropriately staffed (coverage).

#### Summary statement

**The force is deploying across all its BCUs the right people in the right place at the right time to ensure that its neighbourhoods are appropriately staffed.**

#### Strengths

- The force comprises three territorial divisions, which are divided into 16 districts and a total of 284 neighbourhood areas. Each district has between 11 and 26 identified neighbourhoods. Neighbourhood boundaries were identified following consultation with partner agencies and the public and are coterminous with local authority ward boundaries. This helps officers engage with elected members to identify and resolve community priorities.
- Each of the 16 districts is led by an identified inspector, with 22 Neighbourhood Policing sergeants, 152 community beat managers (CBMs) and 157 PCSOs. These numbers equate to 23% of all staff posted to divisions. The force currently has 167 special constables aligned to NPTs.
- Each division has appointed a partnership superintendent who provides a dedicated strategic lead for Neighbourhood Policing.
- The operational support division (OSD) has dedicated two sergeants to Neighbourhood Policing who liaise with CBMs to identify the most appropriate tactics to deal with concerns about speeding vehicles, which account for approximately 40% of all neighbourhood priority issues.
- Each neighbourhood has an identified NPT, comprising at least one named police constable (PC) and PCSO and a dedicated neighbourhood sergeant who is responsible for a number of NPTs. In rural areas, each team is responsible for a number of neighbourhoods, while those in more urban areas are responsible for a single neighbourhood area. The 22 NPT sergeants equate to a supervisory ratio of one sergeant to seven CBMs and seven PCSOs.

- NPT staff make use of personalised correspondence, in particular business cards which include their photographs, names, email address and mobile telephone numbers. This information is also available on the force website.
- The force has completed a comprehensive assessment of demand and aligned the number of staff dedicated to each neighbourhood to better reflect the demand of that area. Although the force has not reviewed boundaries since their initial inception, it has reviewed the level of staffing and the number of neighbourhood areas covered by each NPT in 2007 and will repeat this process during 2008.
- A number of NPTs have completed personal visits to all properties in their neighbourhoods, completed letter drops, detailing information about Neighbourhood Policing, such as the names and contact details of the team, and door-to-door surveys to identify local problems. This has resulted in over 60% of local people knowing their local police officer or PCSO compared with a force average of 40%.
- CBMs are appointed following a competitive selection process and are requested to sign a 'contract', committing to the post for a minimum of two years, with the opportunity to extend the contract following this period. CBMs are approached prior to the end of the term to state their intentions, and thus facilitate succession planning. There are examples of NPT sergeants identifying officers with the potential to become CBMs at an early stage.
- One division has initiated a succession planning strategy for Neighbourhood Policing which involves the selection and appointment of sergeants to support district inspectors. Each of these sergeants has been assessed as having the potential to be a future district inspector and will be given the opportunity to develop the necessary skills to perform the role.
- The recruitment of PCSOs is dealt with corporately to ensure that posts are filled consistently across the force, avoiding potential variations that could occur if recruitment was dealt with at a divisional level.
- In Eastern Division, Wrexham Council funds 25% of all PCSOs in its area, resulting in an identified PCSO for every ward. The divisional commander reports to a partnership monitoring panel, consisting of police representatives.
- The force abstraction policy defines an abstraction as being:
  - response duty which is formally requested and which equates to a period of, or in excess of, 50% of an officer's shift duration, whether carried out in that officer's area or any other area; or
  - a formal request to cover enquiries or similar functions such as house-to-house or custody; or
  - other duties which are volunteered for by the officer, for which overtime in payment or time off in lieu is received; or
  - training that is not mandatory; or
  - illness or injury.

Abstractions would *not* include:

- being tasked or volunteering for spontaneous incidents occurring on the CBM's own policing area or adjoining area as agreed (which does not constitute a formal request to cover response for the whole/part shift);
  - duties which the CBM holds on a voluntary basis and which do not form part of the generic CBM role, eg search team, house-to-house enquiries team;
  - mandatory training events;
  - court appearances; and
  - any other duties volunteered for by the CBM such as video interviews or specialist tasks which have not been formally requested of that officer.
- The abstraction policy details that individual NPT staff will not be abstracted for more than 20% of their time; this target is monitored through use of the force duty management system. Where an NPT officer has been abstracted, they are required to update the duty management system to record this fact. This target is rigorously monitored by partnership superintendents and the corporate services department.
  - Levels of abstraction and visibility in the community are examined by the quarterly divisional performance review process, with data presented for each individual officer and PCSO over a three-month period. This data records that the majority of NPT staff have not been subject to any abstraction and those who have been abstracted, for no more than 5% of their duty time.
  - Chief officers make personal visits to review the work of every CBM, during which they test a number of issues, including the extent to which officers are abstracted from NPT duties.
  - The force assessment of demand has been used to align the duties of both response and NPTs to match the demand profiles for their areas. This ensures that duties worked by NPTs maximise coverage and meet demand profiles, while response officer duties are aligned with demand, thereby minimising the need to abstract CBMs from their neighbourhoods.
  - Staff in the force control room (FCR) can easily identify NPT and response officers through the use of dedicated vehicle callsigns for NPT vehicles, and use of a CBM marker alongside NPT officers' numbers on force systems. FCR staff have a clear understanding of the abstraction policy. This ensures that NPT officers are not unnecessarily abstracted to respond to incidents.
  - All Neighbourhood Policing activity is recorded on the neighbourhood management database (NMDB), including engagement activity, contacts with key community members and resolution of action plans. The database is subject to robust supervision by NPT sergeants and district inspectors.
  - FCR staff can access NPT websites and the NMDB to raise their awareness of local priorities; this in turn helps to inform the priority grading assigned to a particular incident for response. They refer to local priorities where the incident is part of an ongoing local problem, and there are examples of NPT officers notifying the FCR of particular local priorities to guide call-grading decisions.

- Each neighbourhood has a comprehensive profile maintained in electronic format as a 'living document.' Neighbourhood profiles are informed by socio-economic and demographic ACORN (a classification of residential neighbourhoods) data, which is overlaid with crime and road safety data to provide a detailed understanding of the neighbourhood and the issues confronting it. Profiles have identified an increasing elderly population in many parts of North Wales and the force is developing plans to understand and address their needs.
- The Neighbourhood Policing policy stipulates that applicants for CBM posts should have completed two years service, so that they have sufficient skills and experience to perform the role effectively. The selection and appointment process includes the need to match the skills and abilities of the applicant to a particular neighbourhood – for example, the appointment of Welsh speaking CBMs and PCSOs to predominantly Welsh-speaking communities.
- All new applicants to NWP are required to have a basic level of competence in the Welsh language and are expected to achieve what the force refers to as 'level 3' Welsh language ability within nine months of appointment.
- There is a significant Polish and Eastern European community in and around Wrexham, estimated to number between 15,000 and 40,000. The force has made significant progress in engaging with this community. Examples include a CBM who has learnt the Polish language and is now considered fluent by the local community. He has also developed strong links with police in Poland to better understand both the vulnerabilities of, and potential threats to this community. He has been instrumental in setting up a drop-in centre where members of the Polish and Lithuanian community can access information and services from the police and a range of partner organisations. In recognition of this achievement, he was awarded the runner-up prize in Jane's Police Review Community Police Officer of the Year. A Polish PCSO has been recruited to serve in Eastern Division.
- A PCSO has been appointed to the community safety department to identify and engage with new and emerging communities, liaising with the divisional diversity officers and CBMs, to work with virtual communities and minority groups. PCSOs in that division have performance development review (PDR) priorities which include 'to identify and engage with new and emerging communities' in their neighbourhoods.
- NPT staff interviewed during the inspection demonstrated a strong understanding of the 'prevent' intelligence requirement and were fully aware of the threats posed by terrorist activities to the communities of North Wales.
- NPT staff have completed a two-day training input based on the NPJA Neighbourhood Policing module, including engagement tactics and joint problem solving. The training was subject to formal evaluation, which identified that less benefit accrued to more experienced officers; as a result, the force is developing more practical problem-solving training to be delivered to all staff during 2008.
- The force uses a range of tactics to respond to local concerns over speeding vehicles. These include the deployment of vans containing speed cameras, referred to as 'arrive alive' vans, and the use of hand-held speed detection devices by members of the local community who have been trained and are supported by PCSOs. This tactic is deployed in those neighbourhoods that do not meet the deployment criteria of 'arrive alive' vans.

- A documented Neighbourhood Policing strategy includes details of a community engagement model based on the scanning, analysis, response and assessment (SARA) model and involves seven clearly defined steps. A comprehensive engagement tool kit on the NPT intranet site can be accessed remotely by CBMs and PCSOs via blackberry mobile communication devices issued to all NPTs.
- Some 230 NPT and response officers have completed training to facilitate restorative justice conferences and utilise this both in respect of offending behaviour and to resolve community problems. The force has been identified as a national pilot site for youth restorative justice disposals, which has a clear Citizen Focus on securing the appropriate method of disposal for a recorded crime as opposed to attainment of a sanction detection.
- Joint problem-solving training is completed on a divisional basis; one example is a multi-agency training day involving the ASB unit and probation service, where each agency made a presentation detailing their roles and expectations, thereby increasing mutual awareness of roles and what each organisation can contribute to problem solving.
- PCSOs receive a comprehensive eight-week training programme which includes engagement and joint problem solving. All student officers complete the national initial police learning and development programme (IPLDP), which incorporates a significant community input tailored to the communities of North Wales.
- NPT staff in Central Division identified a significant hard-of-hearing community and have received a one-day basic signing course, with some CBMs completing a comprehensive 22-week sign language course, although this has been completed in officers' own time and at their own expense.
- During 2007, a total of 106 force awards and commendations were presented, and there are a number of examples of CBMs and PCSOs receiving recognition at force and divisional level for their contribution to Neighbourhood Policing. An annual award is made to the CBM and PCSO of the year, and an officer from Eastern Division was the runner-up in the Jane's Police Review Community Police Officer of the Year award.
- The contribution made by partner agencies is recognised at a ceremony held by Central Division, which has presented 40 commendations and other awards to local authority staff for achievement in joint problem solving, combating environmental crime and community safety.
- A monthly *Dyna Dda* (that's good) award is made in Western Division to the member of staff who provides outstanding quality of service and customer satisfaction. The most recent award was made to a PCSO for their contribution in resolving problems of ASB arising from a lack of youth facilities in south Anglesey, resulting in a 50% reduction in ASB.
- The Chief Constable awarded a personal commendation to a CBM for the significant difference made to the quality of local residents' lives; this good work was identified during a chief officer review visit which is made to all CBMs.
- The force uses local media and newspapers, the internet site and the innovative use of technology such as YouTube and blogs to highlight recognition of good work and



achievements of both individuals and the force, For example, the *Dyna Dda* award is included on the internet page, including contact details for the public to make nominations for future awards.

- During an inspection visit to Llanrwst police station, a certificate awarded to a PCSO in recognition of their service to the local community was clearly displayed in the front desk of the station.
- Special priority payments are awarded to CBMs; NPT sergeants and district inspectors receive a bonus payment in recognition of the challenges faced by such key roles.

### **Work in progress**

- It is acknowledged that turnover of PCSOs joining the service as regular officers can result in the loss of the local knowledge accrued by that individual. Succession planning for these posts is considered in the Western Division by the command team, which seeks to ensure a handover period between the outgoing and incoming PCSO. This helps to ensure that the existing PCSO works with the incoming PCSO to share their local knowledge and introduce them to key community contacts.
- The force recognises the limitations of the duty management system to capture detailed information, including abstraction for less than a full tour of duty and the extent to which NPT staff complete response duties. It is developing the use of airwave terminals to capture more dynamic and accurate information, which will provide a more comprehensive understanding of abstraction patterns for CBMs and PCSOs.
- HMIC identified an insufficient number of sergeants dedicated to Neighbourhood Policing during the 2007 phase one inspection and, in response, the force has instigated a review of supervisory ratios. Some sergeants are responsible for the line management of between 13 and 20 CBMs and PCSOs, which is a significantly greater ratio than that of other supervisors. Each division is implementing 'Neighbourhood Policing support' posts to provide increased resilience for sergeants.
- Western Division is piloting a Citizen Focus employee of the month award, which recognises individual members of staff who have provided a true customer-focused service. Each month, the award winner will receive vouchers to the monetary value of approximately £40 from local sponsors.

### **Area for improvement**

- CBMs increasingly have day-to-day supervisory responsibility for PCSOs; however, they have not received training or been set clear expectations on this role. The force should refresh the role profile for these officers, conduct a training needs analysis and provide the training identified to enable them to effectively fulfil this role.

**Effective community engagement is taking place. Representative communities are being routinely consulted and are identifying local priorities and receiving feedback.**

### **Summary statement**

**All neighbourhoods in the force area are actively engaging with their local police force and its partners.**

### **Strengths**

- The Neighbourhood Policing strategy includes a community engagement model based on the SARA model, with seven clearly defined steps. A comprehensive engagement tool kit has been detailed on the NPT intranet site.
- NPTs evidence an extensive range of engagement tactics relevant to the needs of their specific communities, including environmental visual audits (EVAs), street briefings, postcard surveys and personal visits with hard-to-hear groups such as the elderly, young people and minority community leaders. One CBM maintains a 'virtual community network', overcoming geographic barriers and low physical attendance by convening a virtual meeting and electronic communication with over 200 residents. It is estimated that traditional meetings account for approximately 20% of community engagements.
- NPTs hold a community meeting in each neighbourhood on either a three-monthly or six-monthly basis; officers also attend existing community-based events, such as community council meetings, on a regular basis.
- Community priorities are signalled by members of the public at these meetings, with the top priorities selected by a vote. These are informed by feedback from wider engagement, such as post box and surgeries held by NPT members at prominent public locations. Updates on the resolution of priorities are provided to the next meeting and they are formally signed off by supervisors when completed.
- Priorities are recorded on the NMDB, which details action plans, partnership activity and evidence of engagement with community members. The database is accessible to the public and enables CBMs to highlight issues both internally, for example, to request support of other departments, and externally, to provide updates regarding the resolution of problems. The database is robustly monitored by NPT sergeants and district inspectors. Where resistance or reluctance is identified, chief officers are actively involved in seeking resolutions to improve partnership working.
- Approximately 40% of all problem priorities identified by the community are about speeding vehicles. The Neighbourhood Policing sergeants on the road policing unit task OSD resources in response to local priorities and monitor activity. The NMDB facilitates effective communication between the OSD and NPTs and the deployment of both enforcement and educational tactics. Each district NPT has a laser speed detection device and CBMs and PCSOs have been trained in its use. Community members also deploy the device to educate motorists as an alternative approach to enforcement.
- The force makes innovative use of technology to share information with the community and has invested significantly in mobile data technology, allowing NPTs

to receive and transmit data while on patrol, thereby minimising the amount of time spent in police stations.

- The well-designed website allows people to find out easily who their CBM and PCSO are and to contact them via personal email addresses or personal mobile telephone numbers detailed on the site. The site also details the community priorities for each NPT area and updates of action taken to address them.
- A significant number of CBMs use blogs on their Neighbourhood Policing website both to update communities on current issues and to seek information where necessary. The Chief Constable and his chief officer team set a strong example by maintaining blogs on the force website, which often trigger responses from members of the public. Chief officers encourage CBMs and PCSOs to make use of media opportunities to deliver messages that are tailored to the needs of local neighbourhoods, rather than relying solely on corporate media releases.
- The three territorial divisional boundaries are coterminous with two local authorities represented by a community safety partnership (CSP), the membership of which includes the divisional commander. Each local authority area also has at least one joint action group (JAG), whose membership includes the operations superintendent and/or partnership superintendent for that division. This consistent structure provides the basis for effective partnership working across North Wales.
- A community safety group (CSG) has been established in Wrexham which enhances partnership working and decision making at a district level, and has been a very effective forum to resolve local problems. The division is now looking to develop CSGs in all districts. An example of joint problem-solving activity includes the creation of a 'street scene team', whereby a dedicated local authority team and street scene wardens work closely with NPTs to provide a prompt response to problems. The team's work is underwritten by a service level agreement detailing the timescale for action to be taken.
- All three divisions have developed individual performance indicators for their NPTs, encompassing a wide range of indicators such as detection rates, resolution of action plans and completion of environmental audits.
- A PC and PCSO from the community safety unit conduct weekly community visits. The established process includes completion of an EVA and a survey of up to 50 local residents, who are questioned around their knowledge of the NPT, ease of contact, Neighbourhood Policing plans, their general feeling of safety and any other policing issues they choose to highlight. The responses to the interviews inform the performance review process of the NPT and assist the identification of local policing priorities.
- The force has used community volunteers, including representatives of diverse communities, to complete mystery customer visits to police stations, for example using members of the disabled community to test ease of accessibility to every station. This process has identified the need to improve the visibility of signs that demarcate disabled parking bays and the availability of hearing loops to assist communication for hearing impaired visitors; both of these issues have been addressed.

- The corporate services department has completed mystery customer visits to every police station in the force, using NPIA standards for police stations to assess the effectiveness of response. The results of these surveys inform the divisional performance review.
- A number of NPTs have completed 'letter drops,' detailing information about Neighbourhood Policing such as the names and contact details of the team, to every residence in their neighbourhood. The force has assessed the impact of this activity, identifying that 40% of residents surveyed knew the identity of their neighbourhood officer before completion of the letter drop; however, following this police activity, the survey result improved to 60% of surveyed residents knowing the name of their neighbourhood officer.
- Students at Llandrillo College undertook research with peers, using a force developed methodology, to examine engagement with young people, in particular the use of stop and search powers. The results of the survey inform the development of future engagement strategies with young people.
- Eastern Division has a significant community drawn from Poland and other eastern European countries, estimated at between 15,000 and 40,000. Two CBMs are dedicated to working with this community and one has learnt to speak Polish reasonably fluently. The CBMs are working with local organisations on the Open Doors and ESOL (English for speakers of other languages) projects, involving Polish and Lithuanian volunteers to run a community centre where members from EU accession states can engage with the police and receive advice on any issues from organisations such as housing and health services, thus facilitating early resolution of any problem. Volunteers involved in this project have provided additional assistance to the police, for example, translation services, and are giving Polish lessons to officers in Eastern Division. The force benefits from this contact; for example, community intelligence was used to defuse increased tension following a serious assault on a Polish man.
- NPT staff interviewed during the inspection demonstrated a strong understanding of the 'prevent' intelligence requirement and were fully aware of the threats posed by terrorist activities to the communities of North Wales.
- CBMs were involved in a process managed by the force's crime services division to map organised crime groups in their locality. This was fed back to the force co-ordinators to assist in their development of a comprehensive picture of organised crime groups.
- CBMs are routinely tasked to gather intelligence and to take other specific action, where appropriate, to mitigate the risk posed by registered sex offenders, other dangerous offenders, domestic violence perpetrators and people suspected of child abuse. The Niche records management system is aligned to flag all relevant nominals in each neighbourhood, ensuring that NPTs are aware of key nominals resident in their area and, together with specialist officers, are actively involved in the ongoing management of these individuals.

### **Work in progress**

- The NMDB is presently used solely by the police and the force is progressing technological solutions, including the purchase of a new database, to develop the

existing system into a partnership database. This will enable partner agencies to access and update records for problem-solving activity they are engaged in.

### **Area for improvement**

- Community engagement across neighbourhoods is not tested by the following means:
  - Postcode mapping to identify potential gaps in engagement with particular communities;
  - Checking the list of Police and Communities Trust (PACT) attendees and contacting previously active members that no longer attend to understand the reasons why they no longer attend; and
  - Asking people in high-crime areas not identified in the key individual network or local profile whether they are engaged with their NPT.

**Joint problem solving is established and included within performance regimes.**

**Summary statement**

**Joint problem solving involves the police with partners and communities across all neighbourhoods. Joint problem-solving activity is partly evaluated and demonstrates moderate problem resolution at neighbourhood level.**

**Strengths**

- The force has a robust divisional performance review process, which includes a specific focus on Neighbourhood Policing. Chief officers complete a performance review, with each district inspector examining both quantitative indicators, such as crime detection and reduction, and qualitative indicators, such as engagement, problem solving and resolution of local priorities. Chief officers undertake a personal review visit with every CBM, assessing individual staff against set criteria that include problem-solving activity. The identification of good practice features in all levels of performance review.
- All Neighbourhood Policing activity is recorded on the NMDB, including engagement activity, contacts with key community members, problem solving and resolution of action plans. The database is subject to robust supervision by NPT sergeants and district inspectors and used to monitor the attainment of a generic PDR priority for CBMs to complete an identified number of SARA-based, problem-solving action plans.
- Individual team indicators have been developed to monitor the performance of NPTs encompassing a wide range of activity, including detection rates, resolution of action plans and completion of environmental audits.
- Territorial divisions are aligned with two local authority areas, each of which has a CSP and a JAG. This consistent structure provides the basis for effective partnership working across North Wales and the development of joint problem-solving activity.
- A CSG has been established in Wrexham which enhances partnership working and decision making at a district level, and has been a very effective forum to resolve problems at a local level. The division is now looking to develop CSGs in all districts. An example of joint problem-solving activity includes the creation of a 'street scene team', whereby a dedicated local authority team and street scene wardens work closely with NPTs to provide a prompt response to problems. The team's work is underwritten by a service level agreement detailing the timescale for action to be taken, for example graffiti should be removed within 20 minutes of being reported.
- An online Neighbourhood Policing forum has been developed to enable staff to share good practice and for NPTs to actively seek ideas or assistance from colleagues to solve local problems. The forum is internet based and is easily accessible to all staff.
- The quality of service group (QOSG), chaired by the assistant chief constable (ACC), is the forum through which good practice is identified and shared. One example is that PCSOs in Western Division complete reassurance visits to all victims of crime, which has now been implemented across the force area.

- The Chief Constable provides dynamic leadership, engaging with strategic partners on a regular basis in forums such as quarterly meetings with the chief executives of the six local authorities; he also undertakes EVAs with chief executives and elected members. Where resistance or reluctance is identified, chief officers are actively involved in seeking resolutions to improve partnership working. One example is the personal involvement of the Chief Constable in securing an amendment to local byelaws to allow shutters to be fitted to shop windows following incidents of damage.
- Territorial divisional boundaries are coterminous with two local authorities. Each local authority area has a CSP, whose membership includes the divisional commander, and also has at least one JAG, whose membership includes the operations superintendent and/or partnership superintendent for that division. This consistent structure provides the basis for effective partnership working across North Wales.
- The JAG is a multi-agency tasking and co-ordination group that operates using the National Intelligence Model. It has access to divisional and partnership resources to tackle local problems, including partnership-funded analysts. The control strategy for each division takes cognisance of the issues raised in neighbourhood meetings and through the CSP and the JAG.
- Each division has a joint-funded partnership analyst who prepares the joint strategic assessments for each CSP, reflecting both force level and local strategic partnership priorities. Priorities are informed by partnership data, deprivation indices and community intelligence to identify areas of greatest vulnerability.
- Co-location is sought on a local basis, with examples including police posts in a community house located on a housing estate. Representatives of various organisations, including a housing officer, community warden and caretaker, work from this location, facilitating effective problem solving and taking prompt joint action to resolve local problems.
- The Open Doors project in Eastern Division is a police-led initiative to engage with residents from eastern European communities, in particular the Polish community. Representatives of partner organisations such as housing, education and the Department for Work and Pensions, together with volunteers and translators, attend to provide a single point of contact for the community. The project has made a significant impact on engagement, improving the ability to resolve issues such as driving documents, housing and community tensions at an early stage.
- Community priorities are signalled by the public at meetings held on a six-monthly or three-monthly basis. These are informed by feedback from wider engagement such as post box and surgeries held by NPT members at prominent public locations. The top priorities are selected by a vote and captured on the NMDB, which is accessible to the public, and also records activity to address the problem. Updates are provided to the next meeting and the decision taken by the meeting to formally sign off the priorities.
- Joint problem-solving training has been completed on a divisional basis; one example is a multi-agency training day involving the ASB unit and probation service, where each agency made a presentation detailing their roles and expectations, thereby increasing mutual awareness of roles and what each organisation can contribute to problem solving.

- All NPT staff have completed a two-day training input based on the NPIA Neighbourhood Policing module, including engagement tactics and joint problem solving. The training has been subject to a formal evaluation, which identified less benefit for the more experienced officers; as a result, the force is developing more practical problem-solving training to be delivered to all staff during 2008.

### **Work in progress**

- The NMDB is presently used solely by the police and the force is progressing technological solutions, including the purchase of a new database, to develop the existing system into a partnership database.
- The force recognises that the extent to which partnership work is embedded varies between each of the six local authority areas. Factors impacting on the relationship with local authorities have been identified, and appropriate action is ongoing to address these issues. It is accepted that police enthusiasm to solve problems can exceed the capacity and capability of some local authorities; it is important that the force works as an equal partner and engages, consults and actively involves partners at an early stage.
- Although the force maintains a Neighbourhood Policing forum for staff to share good practice, it recognises that this is not consistently used by all staff to share effective problem-solving activity. Use of this database is being encouraged and the extent of its use will be monitored by the project team.

### **Area for improvement**

- The force does not routinely undertake evaluation of the impact of joint problem solving nor identify demonstrable results arising from such training.



**The outcomes of Neighbourhood Policing are being realised by the surveyed public.**

	SPI 2a Percentage of people who think that their local police do a good or excellent job		KDI Percentage of people who 'agree local police are dealing with ASB and crime that matter in this area'		SPI 10b Percentage of people who think there is a high level of ASB	
	Difference from MSF (percentage points – pp)	2005/06 to 2007/08 change	Difference from MSF	2005/06 to 2007/08 change	Difference from MSF	2005/06 to 2007/08 change
North Wales	-6.6pp	+0.6pp	-2.6pp	+1.0pp	+2.2pp	+0.3pp

**Summary statement**

**The SPI/KDI data shows that force performance is significantly worse than the average for the MSF.**

**The SPI/KDI data also shows that force performance is unchanged compared with two years ago.**

**Context**

The SPI and KDI statistics are obtained from the PPAFs to March 2008. These figures are survey based and have been analysed for statistical significance, which can be explained in lay terms as follows: 'the difference in performance between the force and the average for its MSF is unlikely to have occurred by chance'.

Note: When comparing the force's performance with previous years, year-on-year statistical significance is explained as follows: 'the difference in force performance between the years compared is unlikely to have occurred by chance'.

There is a summary of how statistical significance is used at Appendix 3 at the end of this report.

As part of the BCS, approximately 1,000 interviews are undertaken in each force area in England and Wales. Included in the survey is the individual's assessment of whether the local police are doing a good job, whether the police are dealing with ASB and crime that matter in their area, and whether ASB in their area is a problem.

**SPI 2a – percentage of people who think that their local police do a good or excellent job.**

A total of 47.3% of people surveyed in the year ending March 2008 think that their local police do a good or excellent job, which is significantly worse than the average for the MSF. Force performance was unchanged in the year ending March 2008; 47.3% of people surveyed think that their local police do a good or excellent job, compared with 46.7% in the year ending March 2006.

**KDI – percentage of people who ‘agree local police are dealing with ASB and crime that matter in this area’.**

Some 51.3% of people surveyed in the year ending March 2008 ‘agree local police are dealing with ASB and crime that matter in this area’, which is not significantly different to the average for the MSF.

Force performance was unchanged in the year ending March 2008; 51.3% of people surveyed ‘agree local police are dealing with ASB and crime that matter in this area’, compared with 50.3% in the year ending March 2006.

**SPI 10b – percentage of people who think there is a high level of ASB.**

Some 12.6% of people surveyed in the year ending March 2008 think there is a high level of ASB, which is not significantly different to the average for the MSF.

Force performance was unchanged in the year ending March 2008; 12.6% of people surveyed think there is a high level of ASB, compared with 12.2% in the year ending March 2006.

**Force-level and local satisfaction/confidence measures are used to inform service delivery.**

**Summary statement**

**The force partially understands the needs of its communities. Identified service improvements are frequently made to improve local service delivery.**

**Strengths**

- The force undertakes a range of surveys to gather user views and pinpoint where improvements to service delivery are required. Surveys include *Llais y Gogledd* (Voice of the North) which is completed every six months by SWIFT, an independent market research company which surveys a representative sample of 1,500 members of the public recruited to form a citizens' panel. The panel is used to gauge public attitudes and perceptions to a series of relevant issues. The first survey used a postal questionnaire to assess the fear of crime and identify policing priorities. The second consultation by telephone focused on neighbourhood issues, including quality of life and the impact of policing. The third consultation, completed in conjunction with local authority partners, focused on experience of crime, reporting crime, public transport and crime, as well as policing priorities.
- SWIFT is also used to complete ongoing victim-focused quality of service surveys, with an annual sample of 2,160 victims of crime randomly selected, providing statistically significant results down to district level. The surveys focus on public confidence and satisfaction and provide a valuable qualitative input into the performance reviews that chief officers conduct with district inspectors.
- MRUK, a market research company, is employed by the force to complete public perception surveys every six months. The first round of surveys has just been completed. The sample size of 4,000 people across the force area, with a minimum of 300 in each district, provides statistically significant data to district level.
- A robust divisional performance review process includes a specific focus on Neighbourhood Policing. Confidence and satisfaction data is scrutinised on a daily basis by the management information unit and corporate standards department, which report by exception to the chief officer team. Confidence and satisfaction performance update reports are prepared for divisions on a weekly basis. Each division is subject to a comprehensive quarterly performance review, which includes confidence and satisfaction data.
- Chief officers complete a performance review, with each district inspector examining both quantitative indicators, such as crime detection and reduction, and qualitative indicators, such as engagement and resolution of local priorities. Force survey data is statistically significant to district level, including confidence and satisfaction data, which informs the review process.
- Chief officers hold a personal review with every CBM, assessing individual staff against set criteria. These processes include a robust review of public confidence and satisfaction data at divisional and district level.
- The force acknowledges the need to improve levels of victim satisfaction regarding being kept updated; force surveys identify that levels of satisfaction have declined from 65% in December 2006 to 59% in December 2007. As a result, a

comprehensive Citizen Focus action plan comprising 80 identified actions has been developed, managed under seven headings of: governance; internal performance; external performance; process; people; media and marketing; and miscellaneous. Each action has an identified owner, with robust oversight by the ACC, who chairs the QOSG. This action plan incorporates the quality of service commitment (QOSC).

- Each division is required to implement an action plan to improve user satisfaction.
- Divisional detective inspectors are required to audit 20 crimes each week, to ensure that the follow-up visits and updates to victims are completed in compliance with the Code of Practice for Victims of Crime.
- The administration of justice department (AJD) completes a quarterly audit of pre-charge advice files to ensure compliance with the Code of Practice for Victims of Crime. The results of this audit are reported to divisions and feature in the quarterly performance review.
- Divisions holds quarterly meetings with victims of crime to learn from their experiences and all victims of hate crime are contacted by the district inspector to identify ways in which the force can improve the service that it provides.
- The professional standards department (PSD) produces a lessons learnt document, which captures key themes originating from quality of service complaints, direction and control complaints and civil claims. The reports are submitted to the QOSG, chaired by the ACC. The QOSG identifies any action that needs to be taken at force level; action required at local level is managed by the relevant divisional command team.
- The DCC chairs a quality of service programme board, which is attended by heads of department and divisional commanders. The board oversees the QOSG, provides strategic governance of the Citizen Focus action plan and captures organisational learning arising from control and direction complaints to inform the development of policy and practice.
- The QOSG identified the good practice of PCSOs in Western Division, completing reassurance visits to all victims of crime and subsequently implementing such visits across the force area.
- A PC and PCSO from the community safety unit undertake weekly community visits in each division. The established process includes completion of an EVA and a survey of up to 50 local residents, who are asked about their knowledge of the NPT, ease of contact, Neighbourhood Policing plans, their general feeling of safety and any other policing issues they would choose to highlight. The responses to the interviews inform the performance review process of the NPT and the identification of local policing priorities.
- The force has used community volunteers, including representatives of diverse communities, to complete mystery customer visits to police stations, for example using members of the disabled community to test ease of accessibility to every station. This process has identified the need to improve the visibility of signs that demarcate disabled parking bays and the availability of hearing loops to assist communication for hearing-impaired visitors; both of these issues have been addressed.

- The corporate services department conducts mystery customer visits to every police station in the force, to assess the effectiveness of response and impact of factors such as cleanliness on public satisfaction.
- Students at Llandrillo College have undertaken research with peers, using an NWP developed methodology to examine engagement with young people, in particular the use of stop and search powers. The result of the survey is informing the development of future engagement with young people.

### **Work in progress**

- The force identifies the need to improve performance of survey data results and has voluntarily engaged with the Police and Crime Standards Directorate and NPIA to assist the force.

### **Areas for improvement**

- None identified.

## **The force demonstrates sustainable plans for Neighbourhood Policing.**

### **Summary statement**

**The force and the police authority have partially shown how they plan to ensure that Neighbourhood Policing will be sustained beyond April 2008.**

### **Strengths**

- The force has created a project board chaired by the ACC to provide strategic oversight of the continued development and sustainability of Neighbourhood Policing, while a chief inspector now leads a project team. The progress made in embedding Neighbourhood Policing has, to date, been divisionally led. The creation of a project board and project team will ensure that further enhancement of Neighbourhood Policing will be sustained at force level.
- The force has sustainable plans for Neighbourhood Policing which are based on the 2008/09 budget and the projected budget for 2009/10. It recognises the need not only to invest in Neighbourhood Policing but also the need to enhance its protective services capacity and capability.
- The force commitment to sustain Neighbourhood Policing is evidenced by the fact that PCSOs have been recruited as permanent employees of the organisation, as opposed to being recruited on fixed-term contracts.
- A documented estates strategy sets plans for sustainable accommodation for NPTs, in particular co-location of teams with partner organisations. One example of such co-location is an NPT police post in a community house located on a housing estate. Representatives of various organisations, including a housing officer, community warden and caretaker, work from this location, facilitating effective problem solving and taking prompt joint action to resolve local problems.
- No areas for improvement were identified in the NPIA embedding report, which was completed in December 2007.
- Strong, supportive yet intrusive, leadership is evident throughout the organisation. The personal assessment visits by chief officers to every CBM in the force represent a significant commitment, as does the creation of partnership superintendents responsible for Neighbourhood Policing at a divisional level.
- The force has developed a comprehensive Citizen Focus action plan, comprising 80 identified actions managed under seven headings of: governance; internal performance; external performance; process; people; media and marketing; and miscellaneous. Each action has an identified owner, with robust oversight by the ACC, who chairs the QOSG.
- The police authority is actively involved in the governance and scrutiny of Neighbourhood Policing. A Neighbourhood Policing committee holds chief officers to account for implementation; the chair of this committee sits on the force Neighbourhood Policing project board, chaired by the ACC, and the authority's performance review committee. This ensures effective oversight of Neighbourhood Policing by the police authority.

- Police authority members ensure that Neighbourhood Policing continues to identify and address the priorities of local citizens. For example, the Llais y Gogledd survey is developed jointly between NWP and the authority, with the first round of survey informing the identification of policing priorities. Police authority members also attend PACT community meetings in their areas.
- Police authority members accompanied senior officers on a number of good practice visits to forces which received excellent grades in the 2007 HMIC inspections, to identify the potential for improvement in North Wales. One key example is the need to improve the way in which the force uses marketing as a tool to enhance public confidence and satisfaction.

### **Work in progress**

- The authority is currently reviewing the continued need for the Neighbourhood Policing committee, as it is confident that Neighbourhood Policing is embedded across the force.
- Areas for improvement identified in the 2007 HMIC inspection have been included in an action plan. Action by the force to resolve these points is ongoing and regularly reviewed by the programme board.
- The police authority and chief officers have concerns about the medium to long-term sustainability of Neighbourhood Policing if the national funding formula changes in relation to 'floors and ceilings'. The authority estimates that abolition of this damping mechanism, from which North Wales gains significantly, could result in a shortfall in the force's budget of up to a £13 million annually. Plans to ensure the sustainability of Neighbourhood Policing should this occur are being developed.

### **Areas for improvement**

- None identified.

## Developing Citizen Focus

<b>2007/08 Developing Citizen Focus Policing Summary of judgement</b>	<b>Meeting the standard</b>
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### Meeting the standard

**A Citizen Focus ethos is embedded across the force, establishing an initial baseline.**

### Summary statement

**The force partially understands the needs of its communities. Identified service improvements are frequently made to improve local service delivery. The force partially communicates the National QOSC standards, the Code of Practice for Victims of Crime standards and the force corporate/accessibility standards to its communities.**

**Service users' views are sought and are used to improve service delivery**

### Strengths

- All neighbourhoods have an identified CBM and PCSO. Details of NPTs are easily accessible through the force website, which includes the name, photograph, email address and mobile telephone number for each sergeant, CBM and PCSO.
- NPT staff make use of personalised correspondence, in particular business cards which include their names, email addresses and mobile telephone numbers. A number of NPTs have completed 'letter drops' to every residence in their neighbourhood detailing information about Neighbourhood Policing, including the names and contact details of the team.
- Staff in the FCR access the NPT websites and NMDB to identify local priorities, which inform the priority a particular incident is graded for response. Staff in the FCR refer to local priorities where the incident is part of an ongoing local problem, and there are examples of NPT officers notifying the FCR of particular local priorities to receive a priority response.
- The force has completed a comprehensive assessment of demand and has aligned the duties of both response teams and NPTs to match the demand profiles for their areas. This ensures that duties worked by NPTs maximise coverage and meet demand profiles, thereby minimising the need to abstract officers from their neighbourhoods.
- A PCSO on one division has been appointed to the community safety unit to identify and engage with new and emerging communities and works closely with the divisional diversity officers and CBMs to work with virtual communities and minority groups. PCSOs in that division have PDR priorities which include a generic priority to identify and engage with new and emerging communities in their neighbourhoods.



- A number of NPTs have completed personal visits to all properties in their neighbourhoods, posting details of their team and completing door-to-door surveys to identify local problems, resulting in over 60% of local people knowing their local police officer or PCSO, compared with a force average of 40%.
- Each division holds quarterly meetings with victims of crime to learn from their experiences and to identify ways in which the force can improve the service that it provides. One example is the good practice of PCSOs in Western Division completing reassurance visits to all victims of crime, which has now been implemented across the force area. The impact of such visits on levels of victim satisfaction is being monitored, with anecdotal victim feedback in divisional meetings endorsing the positive impact of reassurance visits.
- The five senior crime scene investigators (CSIs) complete two follow-up visits with victims of crime each month, to identify their views on the quality of service provided by the forensic services department. This information is used to improve the quality of service provided, for example, improving the timeliness of CSIs attending scenes requiring forensic examination.
- The force has used community volunteers, including representatives of diverse communities, to complete mystery customer visits to police stations, for example, using members of the disabled community to test ease of accessibility to every station. This process has identified the need to improve the visibility of signs that demarcate disabled parking bays and the availability of hearing loops to assist communication for hearing-impaired visitors; both of these issues have been addressed.
- The corporate services department has completed mystery customer visits to every police station in the force, using NPIA standards for police stations to assess the effectiveness of response. The results of these surveys inform the divisional performance review.
- All new applicants to NWP are required to have a basic level of competence in the Welsh language and are expected to achieve what the force refers to as level 3 Welsh language ability, within nine months of appointment.
- There is a significant Polish and Eastern European community in and around Wrexham, estimated at between 15,000 and 40,000. The force has made significant progress in engaging this community. Examples include a CBM who has learnt the Polish language and is now considered fluent by the local community. He has also developed strong links with police in Poland to understand both the vulnerability and potential threats posed by this community. He has also been instrumental in setting up a drop-in centre where members of the Polish and Lithuanian community can access information and services from the police and a range of partner organisations.
- A CSG has been established in Wrexham, which enhances partnership working and decision-making at a district level, and has been a very effective forum to resolve problems at a local level. The division is now looking to develop CSGs in all districts. An example of joint problem-solving activity includes the creation of a 'street scene team', whereby a dedicated local authority team and street scene wardens work closely with NPTs to provide a prompt response to problems. The team's work is

underwritten by a service level agreement detailing the timescale for action to be taken.

- Some 230 NPT and response officers have completed training to facilitate restorative justice conferences and utilise this both in respect of offending behaviour and to resolve community problems. The force has been identified as a national pilot site for youth restorative justice disposals, which has a clear Citizen Focus on securing the appropriate method of disposal for a recorded crime as opposed to attainment of a sanction detection.
- Surveys have been completed in a number of secondary schools and further research is being completed to examine the responses, in particular in relation to sexual offending. Students at Llandrillo College have completed research with peers using a force-developed methodology regarding engagement with young people, in particular regarding the use of stop and search powers. The results of the survey are informing the development of future engagement with young people.
- The force has developed innovative uses of technology to share information with the community and has invested significantly in mobile data technology to enable CBMs and PCSOs to receive and transmit data while on patrol, thereby minimising the amount of time staff need to spend in police stations.
- A significant number of CBMs use blogs on their Neighbourhood Policing website both to update communities on current issues, and to seek information where necessary. The Chief Constable and his chief officer team set a strong example by maintaining blogs on the force website which often trigger responses from members of the public. Chief officers encourage CBMs and PCSOs to make use of media opportunities to deliver messages that are tailored to the needs of local neighbourhoods, rather than relying solely on corporate media releases.
- The NMDB is used to record evidence of engagement with community members and details of any action plans developed to address community priorities. The database enables CBMs to highlight issues both internally, for example to request the support of other departments, and externally to the public. Staff can access the database via blackberry mobile data terminals, allowing both timely updates while maximising officers' visibility in the community.
- NPTs evidence an extensive range of engagement tactics relevant to the needs of their specific communities, including EVAs, street briefings, postcard surveys and personal visits with hard-to-hear groups such as the elderly, young people and minority community leaders. One CBM maintains a 'virtual community network', overcoming geographic barriers and low physical attendance by holding a virtual meeting and electronic communication with over 200 residents. It is estimated that traditional meetings account for approximately 20% of community engagements.
- The police authority has a performance committee which scrutinises on a quarterly basis all force performance, including confidence and satisfaction data.
- Police authority members accompanied senior officers on a number of good practice visits to forces, which received excellent grades in the HMIC phase one inspections, to identify the potential for improvement in North Wales. One key example is the need to improve the way in which the force uses marketing as a tool to enhance public confidence and satisfaction.

- Police authority members are actively involved with divisions to ensure that Neighbourhood Policing continues to identify and address the priorities of local citizens. For example, the *Llais y Gogledd* survey is developed jointly between NWP and the authority, with the first round of the survey informing the identification of policing priorities. Police authority members also attend PACT community meetings in their areas.

### **Work in progress**

- The force recognises the need to enhance its performance in relation to Citizen Focus policing. The chief officer team shows a very strong commitment to addressing the challenges facing the force. This includes a strong emphasis on Citizen Focus policing in presentations given to managers by the Chief Constable. The force is in the process of developing an effective strategy to embed Citizen Focus policing across the force. It has visited a number of forces that have been assessed as market leaders for Citizen Focus policing, so that their good practice can be incorporated into the force's strategic plan. Chief officers identify that there is finite capacity to undertake force-wide, high profile organisational projects. Since 2005, the force has focused on embedding Neighbourhood Policing, developing protective services and dealing with the impact of a significant budget shortfall. Having dealt successfully with these challenges, the force recognises that the time is now right to address the challenges posed by the need to embed Citizen Focus policing in the force. Therefore, the force does not currently have clear standards based on the National QOSC and the Code of Practice for Victims of Crime. These issues will be addressed in the force's strategic plan for Citizen Focus.
- Although the police authority does not currently have a lead member for Citizen Focus, it is liaising with chief officers to ensure that both the force and the authority have effective governance in place to oversee the improvements that the force and authority recognise need implementing to embed Citizen Focus policing across North Wales. This will include identifying a police authority lead for Citizen Focus, once the results of local elections are known. There is clear commitment from both the authority and chief officers to provide the same strong leadership that has resulted in the force achieving very good levels of performance in relation to volume crime and its considerable achievements in embedding Neighbourhood Policing. The new governance arrangements will be in place by summer 2008.
- Police authority governance of Citizen Focus is included in the Citizen Focus action plan. This includes the requirement for the authority's diversity lead to complete audits of stop and search, complaints and public protection issues on a quarterly basis.

### **Areas for improvement**

- None identified.

**The force is integrating Citizen Focus and operational activity, such as contact management, response, Neighbourhood Policing, investigation and through the criminal justice process.**

### **Summary statement**

**The force has planned to implement embedded corporate service standards expected of all staff when dealing with the public. Satisfaction and confidence performance is fully integrated into BCU and force performance management processes.**

**The force is striving to ensure that it provides a positive experience to every person with whom it has contact.**

### **Strengths**

- The force has developed a comprehensive Citizen Focus action plan, comprising 80 identified actions managed under seven headings of: governance; internal performance; external performance; process; people; media and marketing; and miscellaneous. Each action has an identified owner, with robust oversight by the ACC, who chairs the QOSG, overseen by the quality of service board chaired by the DCC. Identified actions include:
  - Each division is required to implement an action plan to improve user satisfaction.
  - Divisional champions for Citizen Focus are identified in each division and department.
  - There is a quality of service focus in each divisional performance review.
- In an effort to improve levels of victim satisfaction, the force has implemented a policy of visiting victims of crime. For certain categories of crime, victims also receive follow-up reassurance visits within five days from a PCSO or CBM from their NPT. There are further requirements for officers to provide regular updates on the progression and conclusion of the investigation.
- The force has two victim care units located in Wrexham and Colwyn Bay, comprising a total of 12 police staff, responsible for updating victims and witnesses in compliance with the Code of Practice for Victims of Crime.
- The FCR has implemented the National Call-Handling Standard, which seeks to improve communication between the police and the public through consistent application of recording and deployment. Compliance with the standard is assessed using a monitoring template to assess the quality of call management against 30 set criteria.
- Western Division is piloting a customer call-back initiative, whereby the operational communications department call-handling staff call back all persons reporting ASB, if the force has been unable to deploy a resource within 30 minutes of the initial call. The call-back will keep the caller informed of the force's estimated time of arrival, in addition to seeking updated information from the caller. This process is assisted by an automated call-back reminder to the call handler.

September 2008

- An improved customer focus in the management of collision investigation has included the development of a new template on the Niche records management system both to expedite the timescale for completion of the investigation and ensure that victims are updated at key stages and on closure of the incident.
- Although the force has not implemented a corporate standard around staff accessibility, all officers in NWP are personally accessible to the public. All NPT sergeants, CBMs and PCSOs have their personal email and airwave mobile telephone numbers included on the force website, and these details are also included on business cards and NPT posters. Members of the public can contact officers directly and there is clear evidence that these methods are extensively used.
- The Chief Constable completes bi-annual seminars in which he presents key messages to all staff in NWP. The spring seminar in 2008 has strongly reinforced the need to embed Citizen Focus policing in the force and the importance of the citizen being at the heart of what the force does. The seminar recognised that while NWP is a top performing force in many areas, similar good performance is not reflected in confidence and satisfaction survey data. All staff received a detailed presentation on current levels of performance, and actively considered what factors impact on satisfaction and confidence. Clear expectations were set out for staff, based on the forces 'five key principles of Citizen Focus', with a particular emphasis on the requirement of the Code of Practice for Victims of Crime to keep victims updated. This seminar demonstrated the significant commitment of chief officers to embedding Citizen Focus in North Wales, both through the personal investment of their time and the fact that every staff member was required to attend.
- Sergeants have received an input on the QOSC and Code of Practice for Victims of Crime as part of the annual seminar that all sergeants are required to attend. A particular emphasis has been placed on the importance of keeping people informed and victims updated.
- All staff working in the FCR and AJD have received training in both the QOSC and Code of Practice for Victims of Crime.
- Police officers and PCSOs receive training in the QOSC and Code of Practice for Victims of Crime as part of the IPLDP. Between 2005 and April 2008, 151 student officers have received this training.
- The requirements of the victims' charter have been reinforced to all operational staff through an aide-memoire distributed by the training department. Clear standards are set out in this document, including the requirement for victims and witnesses to be updated within five days of key events. A PowerPoint presentation detailing the Code of Practice for Victims of Crime is accessible on the force intranet as a source of reference for staff.
- The DCC chairs a quality of service programme board, which is attended by heads of department and divisional commanders. The board provides strategic governance of the Citizen Focus action plan and organisational learning arising from control and direction complaints to inform the development of policy and practice.
- The PSD surveys a selection of complainants and police officers subject to complaints, to establish their levels of satisfaction in each of the SPI data areas. The results of these surveys will be used to improve service delivery.

- As a result of survey findings, the PSD writes to all complainants on receipt of a complaint, and provides monthly updates on the progress of the investigation. Complainants are provided with a comprehensive update at the end of the investigation, with complainants of investigations commenced since 1 January 2008 receiving a copy of the investigating officer's report.
- The PSD produces a 'lessons learnt' document, which captures key themes originating from quality of service complaints, direction and control complaints and civil claims. The reports are submitted to the Quality of Service Group (QOSG), chaired by the ACC. The QOSG identifies any action that needs to be taken at force level; the relevant divisional command team manages any action required at local level.
- An example of this process working effectively is the use of warning notices issued in accordance with s.59 of the Police Reform Act 2002; these were initially issued in inappropriate circumstances, resulting in organisational complaints. Action taken through the QOSG, including the issue of revised guidance to officers, has resolved this problem.
- The force acknowledges the need to improve levels of victim satisfaction regarding being kept updated; force surveys identify that levels of satisfaction have declined from 65% in December 2006 to 59% in December 2007. As a result, a comprehensive Citizen Focus action plan, comprising 80 identified actions, has been developed, managed under seven headings of: governance; internal performance; external performance; process; people; media and marketing; and miscellaneous. Each action has an identified owner, with robust oversight by the ACC, who chairs the QOSG. This action plan incorporates the QOSC.
- Each division is required to implement an action plan to improve user satisfaction.
- Divisional detective inspectors are required to audit 20 crimes each week, to ensure that the follow-up visits and updates to victims are completed in compliance with the Code of Practice for Victims of Crime.
- The AJD completes a quarterly audit of pre-charge advice files to ensure compliance with the Code of Practice for Victims of Crime. The results of this audit are reported to divisions and feature in the quarterly performance review.
- The force has a robust divisional performance review process, which includes a specific section on Citizen Focus, where chief officers hold divisional command teams to account for performance. Citizen Focus features prominently in the performance review completed with each district inspector and also the chief officer visits to every CBM, during which staff are assessed against set criteria. These processes ensure robust review of public confidence and satisfaction data at divisional and district levels.
- The corporate services department has sought support from the NPIA to develop Citizen Focus, and has visited a number of other police forces to learn from their experiences.
- The force has used community volunteers, including representatives of diverse communities, to complete mystery customer visits to police stations, for example using members of the disabled community to test ease of accessibility to every

station. This process has identified the need to improve the visibility of signs that demarcate disabled parking bays and the availability of hearing loops to assist communication for hearing-impaired visitors; both of these issues have been addressed.

- The Chief Constable and his chief officer team publish blogs on the force website, with a significant number of CBMs also maintaining blogs on the Neighbourhood Policing website. Members of the public therefore have direct accessibility to communicate with chief officers via the blogs, and there are a number of examples of the public using this facility to respond directly to chief officers.
- All staff are required to have a PDR objective detailing how they will contribute to increased Citizen Focus and attain the National QOSC.
- The AJD completes a quarterly audit of pre-charge advice files to ensure compliance with the Code of Practice for Victims of Crime. The results of this audit are reported to divisions and feature in the quarterly performance review.
- During 2007, a total of 106 awards and commendations were presented in the force, and there are a number of examples of CBMs and PCSOs receiving recognition at both force and divisional level for their contribution to Neighbourhood Policing. An annual award is by made to the CBM and PCSO of the year, and an officer from Eastern Division was the runner-up in the Jane's Police Review Community Police Officer of the Year award.
- The contribution made by partner agencies is recognised at a ceremony held by Central Division, which has presented 40 commendations and other awards to local authority staff for achievement in joint problem solving, combating environmental crime and community safety.
- A monthly *Dyna Dda* (That's good) award is made to the member of staff who provides outstanding quality of service and customer satisfaction. The most recent award was made to a PCSO in Western Division for their contribution in resolving problems of ASB arising from a lack of youth facilities in south Anglesey, resulting in a 50% reduction in ASB.
- The Chief Constable awarded a personal commendation to a CBM for the significant difference made to the quality of local residents' lives; this good work was identified during a chief officer review visit, which is made to all CBMs.
- The force uses local media and newspapers, the internet site and innovative use of technology such as YouTube and blogs to highlight recognition of good work and the achievements of both individuals and the force, For example, the *Dyna Dda* award is included on the internet page, including contact details for the public to make nominations for future awards.
- During an inspection visit to Llanrwst police station, a certificate awarded to a PCSO in recognition of their service to the local community was clearly displayed in the front desk of the station.
- Special priority payments are awarded to CBMs; NPT sergeants and district inspectors receive a bonus payment in recognition of the challenges faced by such key roles.

- The force has a robust divisional performance review process which includes a specific section on Citizen Focus, where chief officers hold divisional command teams to account for performance. Chief officers complete a performance review with each district inspector and also complete a visit to every CBM, assessing individual staff against set criteria. These processes include a robust review of public confidence and satisfaction data at divisional and district level and include a detailed examination of:
  1. EVAs and their outcomes;
  2. communication with the public;
  3. engagement with the public;
  4. the management of dangerous persons;
  5. the management of vulnerable people;
  6. demand management and problem solving; and
  7. human resources and abstractions.
  
- The force undertakes a range of surveys to gather user views and pinpoint where improvements to service delivery are required. Surveys include *Llais y Gogledd* (Voice of the North), which is completed every six months by SWIFT, an independent market research company which surveys a representative sample of 1,500 members of the public recruited to form a citizens' panel. The panel is used to gauge public attitude and perceptions to a series of relevant issues. The first survey used a postal questionnaire to assess the fear of crime and identify policing priorities. The second consultation by telephone focused on neighbourhood issues, including quality of life and the impact of policing. The third consultation, completed in conjunction with local authority partners, focused on experience of crime, reporting crime, public transport and crime, as well as policing priorities.
  
- SWIFT is also used to complete ongoing victim-focused quality of service surveys with an annual sample of 2,160 victims of crime randomly selected, providing statistically significant results down to district level. The surveys focus on public confidence and satisfaction and provide a valuable qualitative input into the performance reviews that chief officers conduct with district inspectors.
  
- The force employs a market research company, MRUK, to conduct public perception surveys every six months. The first round of surveys has just been completed. The sample size of 4,000 people across the force area, with a minimum of 300 in each district, provides statistically significant data to district level.
  
- Survey data is reviewed by the DCC in the QOSG meeting, with the results informing the Citizen Focus action plan – for example, the requirement for each division to implement an action plan to improve performance for public confidence and satisfaction as measured by force and national surveys.
  
- Divisions hold quarterly meetings with victims of crime to learn from their experiences and to identify ways in which the force can improve the service that it provides. One example is the good practice of PCSOs in Western Division, completing reassurance visits to all victims of crime, which has now been implemented across the force area. The impact of such visits on levels of victim satisfaction is being monitored, with anecdotal victim feedback in divisional meetings endorsing the positive impact of reassurance visits.



- EVAs are extensively used by the force. They have been completed at every public playground on Ynys Mon, resulting in specific partnership action plans for the repair and routine maintenance of playgrounds. Partnership funding totalling £40,000 was secured to finance the enhancement of playground facilities, which is believed to have contributed to a 50% reduction in reports of ASB.
- The PSD surveys a selection of complainants and police officers subject to complaints, to establish their levels of satisfaction. The results of these surveys are used to improve service delivery. For example, having identified the need to improve the way in which complainants are kept updated, the PSD writes to all complainants on receipt of a complaint, and provides monthly updates on the progress of the investigation. Complainants are provided with a comprehensive update at the end of the investigation, with complainants of investigations commenced since 1 January 2008 receiving a copy of the investigating officer's report.
- The five senior CSIs complete two follow-up visits with victims of crime each month, to identify their views on the quality of service provided by the forensic services department. This information is used to improve the quality of service provided, for example, improving the timeliness of CSIs attending scenes requiring forensic examination.

### **Work in progress**

- The DCC chairs the victim and witness sub-group of the local criminal justice board and an internal trial management group. The Code of Practice for Victims of Crime is being re-launched in the force, with a series of multi-agency syndicates to identify good practice and training seminars for all staff.
- The victim care units have offered a restricted level of service to only vulnerable and intimidated witnesses and cases where the defendant has entered a not guilty plea, due to restricted staff numbers and the wider impact of police staff redundancies in the force. As of June 2008, the units should have sufficient capacity and capability to provide a service to all victims and witnesses and be fully compliant with the Code of Practice.
- The force recognises that, apart from IPLDP training, it has not provided training on the QOSC or the Code of Practice for Victims of Crime. This issue has been included in the Citizen Focus action plan and will be addressed in the corporate strategy for Citizen Focus policing, which should be finalised during summer 2008.
- The AJD is responsible for ensuring that the Code of Practice for Victims of Crime and the forthcoming witness charter are clearly communicated to the public. This requirement is documented in the Citizen Focus action plan, with progress reviewed by the DCC on a monthly basis.
- The AJD has instigated a series of WAVE (witness and victim experience) surveys, consisting of 190 questions that will be completed by victim support volunteers with victims and witnesses who have been through the court process. The surveys will take nine months to complete and will be used as measure of performance.
- The force has prepared a draft corporate communications strategy encompassing community engagement and organisational branding at both strategic and local

levels. This should ensure that its excellent performance and examples of good work will be more recognised by the community.

- The force places a strong emphasis on technology to support communication and has developed a comprehensive public-facing website. The force web services unit is temporarily managed by an inspector to develop the use of the internet both to publish and communicate corporate standards as part of the Citizen Focus action plan and develop innovative ways of communicating with the public, for example updating victims via email.
- Western Division is piloting a Citizen Focus employee of the month award, which recognises individual members of staff who have provided a true customer-focused service. Each month, the award winner will receive vouchers to the value of approximately £40 from local sponsors.
- The force acknowledges the need to improve levels of victim satisfaction regarding being kept informed; force surveys identify that levels of satisfaction have declined from 65% in December 2006 to 59% in December 2007. As a result, a number of specific actions have been implemented in the Citizen Focus action plan. The force is monitoring survey data to identify improvements in satisfaction levels.

#### **Area for improvement**

- The force has not set corporate standards around staff accessibility, and as a result there are examples of people reporting incidents which would normally require police attendance not being picked up until a staff member returns to duty following rest days. The force should set corporate standards governing the use of email and voicemail, to include how communication is managed when a specific officer is not on duty.

**The force cannot demonstrate that the relevant SPIs remain stable as a minimum.**

	SPI 1e Satisfaction with the overall service provided		SPI 3b Satisfaction of users from minority ethnic groups with the overall service provided	SPI 3b Gap – comparison of satisfaction for white users and users from minority ethnic groups with the overall service provided
	Difference from MSF	2005/06 to 2007/08 change	2005/06 to 2007/08 change	+/-pp
North Wales	-2.9pp	-3.1pp	+1.3pp	5.5pp

### Summary statement

**The SPI data shows that force performance is significantly worse than the average for the MSF.**

**The SPI data also shows that force performance has significantly declined compared with two years ago.**

**Satisfaction of users from minority ethnic groups with the overall service provided is unchanged.**

**There is a satisfaction gap between white users and users from minority ethnic groups with the overall service provided. Users from minority ethnic groups are 5.5 percentage points less satisfied.**

**Where there is a gap in satisfaction with service delivery between white users and users from minority ethnic groups, the force has evidenced that it is taking action to understand and narrow the gap.**

### Context

The SPI statistics are obtained from the PPAFs to March 2008. These statistics are survey based and have been analysed for statistical significance, which can be explained in lay terms as follows: ‘the difference in performance between the force and the average for its MSF is unlikely to have occurred by chance’.

Note: When comparing the force’s performance with previous years, year-on-year statistical significance is explained as follows: ‘the difference in the force performance between the years compared is unlikely to have occurred by chance’.

There is a summary of the statistical analysis methodology at Appendix 3 at the end of this report.

Victims of crime and users of police services are surveyed using North Wales Police’s own user satisfaction surveys, which comply with national standards and thus allow comparison with other forces. Surveys are based on a sample size of 600 interviews per BCU.

The force recognises that the satisfaction with overall service provided is significantly below its most similar force (MSF) average. Additionally performance over the previous three years has declined slightly, although not by a statistically significant amount. The force has engaged with the national policing improvement agency (NPIA) and the police and crime standards directorate (PCSD) to identify ways to improve its performance. A result a number of specific actions have been implemented in the Citizen Focus action plan. The force is monitoring survey data to identify improvements in satisfaction levels.

**SPI 1e – satisfaction with the overall service provided.**

Some 79.4% of people surveyed in the year ending March 2008 were satisfied with the overall service provided, which is significantly worse than the average for the MSF group.

Force performance significantly declined in the year ending March 2008; 79.4% of people surveyed were satisfied with the overall service provided, compared with 82.6% in the year ending March 2006.

**SPI 3b – comparison of satisfaction for white users and users from minority ethnic groups with the overall service provided.**

Force performance was unchanged in the year ending March 2008; 75.4% of users from minority ethnic groups were satisfied with the overall service provided, compared with 74.1% in the year ending March 2006.

There is a satisfaction gap between white users and users from minority ethnic groups with the overall service provided. Users from minority ethnic groups are 5.5 percentage points less satisfied.

Where there is a gap in satisfaction with service delivery between white users and users from minority ethnic groups, the force has evidenced that it is taking action to understand and narrow the gap.

BME user satisfaction has improved, increasing by 1.3 percentage points over two years, reducing the difference between white and BME users by 3 percentage points.

## Appendix 1: Glossary of Terms and Abbreviations

### A

ACC	assistant chief constable
ACPO	Association of Chief Police Officers
AJD	administration of justice department
APA	Association of Police Authorities
ASB	anti-social behaviour

### B

BCS	British Crime Survey
BCU	basic command unit

### C

CBM	community beat manager
CSG	community safety group
CSI	crime scene investigator
CSP	community safety partnership
CT	counter-terrorism

### D

DCC	deputy chief constable
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### E

EVA	environmental visual audit
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### F

FCR	force control room
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**H**

HMI Her Majesty's Inspector

HMIC Her Majesty's Inspectorate of Constabulary

**I**

IPLDP initial police learning and development programme

**J**

JAG joint action group

**K**

KDI key diagnostic indicator

**M**

MSF most similar force(s)

**N**

NMDB neighbourhood management database

NPIA National Policing Improvement Agency

NPT Neighbourhood Policing team

NRPP National Reassurance Policing Programme

NWP North Wales Police

**O**

OSD operational support division

**P**

PACT Police and Communities Trust

PC police constable

PCSO police community support officer

PDR	performance development review
PPAF	Policing Performance Assessment Framework
PSD	professional standards department
PURE	police use of resources evaluation

**Q**

QOSC	quality of service commitment
QOSG	quality of service group

**S**

SARA	scanning, analysis, response, assessment
SGC	specific grading criteria
SPI	statutory performance indicator

## Appendix 2: Developing Practice

<b>INSPECTION AREA: Neighbourhood Policing</b>
<b>TITLE:</b> Open Doors Project
<b>PROBLEM:</b> A significant influx of Eastern European communities with communication and access difficulties, who needed to be brought into the local community.
<b>SOLUTION:</b> <ul style="list-style-type: none"><li>• The creation of a drop-in centre in Flint, providing advice and support across a range of issues. The centre is staffed by volunteers and provides language lessons and translation services. The volunteers also assist the emergency services and community 24 hours a day via mobiles with general queries and advice.</li></ul>
<b>OUTCOME(S):</b> <ul style="list-style-type: none"><li>• Despite funding issues, the centre has had a significant impact on the community. Barriers have been broken down and outreach to the community achieved, building strong relationships and assisting the community to take an active part in their lives in North Wales.</li></ul>
<b>FORCE CONTACT:</b> Inspector Martin Pendleton, email: <a href="mailto:martin.pendleton@nthwales.pnn.police.uk">martin.pendleton@nthwales.pnn.police.uk</a>



## Appendix 3: Assessment of Outcomes Using Statutory Performance Indicator Data

### Context

The HMIC grading of Neighbourhood Policing and Citizen Focus for each force takes performance on the key SPIs as a starting point. These are derived from the PPAF and are survey based.

The survey results come from two different sources:

- **Neighbourhood Policing**  
Results come from the BCS, which questions the general population. The annual sample size for the BCS is usually 1,000 interviews per force.
- **Developing Citizen Focus Policing**  
Results come from forces' own user satisfaction surveys. The annual sample size for these user satisfaction surveys is 600 interviews per BCU.

### Understanding survey results

The percentage shown for each force represents an estimate of the result if the whole relevant population had been surveyed. Around the estimate there is a margin of error based on the size of the sample surveyed (not on the size of the population).

This margin is known as a **confidence interval** and it will narrow or widen depending on how confident we want to be that the estimate reflects the views of the whole population (a common standard is 95% confident) and therefore how many people have to be interviewed. For example, if we have a survey estimate of 81% from a sample of approximately 1,000 people, the confidence interval would be plus or minus 3 and the appropriate statement would be that we can be 95% confident that the real figure in the population lies between 78% and 84%.

Having more interviewees – a larger sample – means that the estimate will be more precise and the confidence interval will be correspondingly narrower. Generally, user satisfaction surveys will provide a greater degree of precision in their answers than the BCS because the sample size is greater (1,000 for the **whole force** for the BCS, as opposed to 600 **for each BCU** for user satisfaction).

### HMIC grading using survey results

In order to **meet the standard**, forces need to show no 'significant' difference between their score and the average for their MSF or against their own data from previous years. Consequently, force performance could be considered to be 'exceeding the standard' or 'failing to meet the standard' if it shows a 'significant' difference from the MSF average or from previous years' data.

HMIC would not consider force performance as 'exceeding the standard' if SPI data were travelling in the wrong direction, ie deteriorating. Likewise, credit has been given for an upward direction in SPI data even if performance falls below the MSF average.

## Understanding significant difference

The calculation that determines whether a difference is statistically significant takes into account the force's confidence interval and the confidence interval of its MSF.<sup>1</sup> The results of the calculation indicate, with a specified degree of certainty, whether the result shows a real difference or could have been achieved by chance.

This greater level of precision is the reason why a difference of approximately two percentage points is statistically significant<sup>2</sup> in the case of the user satisfaction indicator, whereas a difference of around four percentage points is required for the BCS indicators. If the sample size is small, the calculation is still able to show a statistically significant difference but the gap will have to be larger.

[Produced by HMIC based on guidance from the NPIA Research, Analysis and Information Unit, Victoria Street, London.]

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<sup>1</sup> The BCS results are also corrected to take account of intentional 'under-sampling' or 'over-sampling' of different groups in the force area.

<sup>2</sup> It is likely that there is a real, underlying difference between data taken at two different times or between two populations. If sufficient data is collected, the difference may not have to be large to be statistically significant.