



North Wales Police

Baseline Assessment

October 2006



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Introduction to Baseline Assessment

Since March 2004, Her Majesty's Inspectorate of Constabulary (HMIC) has conducted a periodic, strategic-level performance review of each Home Office police force in England and Wales. For a range of policing activities, forces are assessed as delivering performance that is Excellent, Good, Fair or Poor. The process is known as baseline assessment (BA) and this report covers the assessment for the financial year 2005/06; performance outside this period is not taken into account in determining grades. The assessments focus on the high-level processes of police forces and their results. The assessments are undertaken by regional HM Inspectors, supported by experienced police officers and police staff on secondment.

BA is designed primarily as a self-assessment, with the degree of validation/reality-checking undertaken by HMIC dependent on a force's overall performance and the rigour of its internal assessment processes. It is important to recognise that BA is not a traditional inspection; rather, it helps HMIC focus its inspection effort where it is most needed. A formal statutory inspection may still be necessary where there is evidence of systemic underperformance and poor leadership.

In addition to the qualitative assessments contained in this report, force performance is also measured by a series of key quantitative indicators. The most important indicators are statutory performance indicators (SPIs), which are determined each year by the Home Secretary and which Police Authorities/forces must report to the Home Office. Examples of SPIs include crime incidence and detection rates, as well as relevant management information such as sickness absence and ethnic recruitment rates. Results for these SPIs are also graded using the Excellent, Good, Fair and Poor categories. These SPI grades are added to HMIC BA grades to provide a fuller picture of police performance; the joint results are published annually in October and can be found on the internet at police.homeoffice.gov.uk/performance

Policing has undergone significant changes in recent years as the country adapts to new forms of terrorism and criminality. As policing is dynamic, so also must be the form of assessment. Dominating much of HMIC's recent thinking is the need for the service to modernise its workforce while providing better 'protective services', as identified in the *Closing the Gap* report published in 2005. On-site activity for the 2005/06 baseline concentrated on these areas, but could not – given ministerial priorities – ignore volume crime and the roll-out of neighbourhood policing. As forces and Police Authorities consider options for change to meet new challenges with constrained resources, a force-by-force balance sheet of strengths and areas for improvement is critical contextual information.

Priority Frameworks

Seven BA areas were designated as priority frameworks for on-site validation, to reflect the need to improve protective services and deliver key policing objectives. These were:

- managing critical incidents and major crime;
- tackling serious and organised criminality;
- providing specialist operational support;
- strategic roads policing;
- protecting vulnerable people;
- neighbourhood policing; and

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- leadership and direction.

These areas were the key focus of on-site validation by HMIC staff; the first five can be loosely classified as protective services. Other frameworks were assessed primarily by desk-top reviews of the evidence submitted by forces, using the framework key issues and specific grading criteria (SGC) as an indicative guide.

Force Amalgamations

Following the challenges highlighted with regard to protective services capability and capacity in the summer of 2005, all forces undertook significant additional work on options to 'close the gap'. The Home Secretary directed that business cases should be prepared and submitted by December 2005. The BA report thus reflects, in many of the frameworks, activity and effort to produce and assess options for change. It is vital to acknowledge the energy and commitment given to the prospect of a major restructuring of the service, which inevitably gave rise to some turbulence during this period.

At the end of July 2006, the Home Secretary indicated that the restructuring of forces would not be pursued at this time. The agenda to improve protective services is to be advanced by forces and Police Authorities through alternative means such as collaboration. Progress to 'narrow the gap' between existing capability and that which is needed will be assessed by HMIC in future inspection activity.

The Grading Process

Forces have been graded for both service delivery and direction of travel. It is important to remember that, for most activities, delivery is measured through the use of most similar force (MSF) groups, whereby forces are compared with peers facing similar policing challenges. For direction of travel, the grade is awarded largely in respect of the force's own previous performance. A vital component of the grading process is SGC, which outlines, for each activity, what represents Excellent, Good, Fair and Poor levels of performance. The criteria were developed in conjunction with expert practitioners and Association of Chief Police Officers (ACPO) business/portfolio leads, who were also involved in the national moderation process to help ensure that these criteria were applied fairly and consistently.

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Service delivery grade

This grade is a reflection of the performance delivery by the force over the assessment period 1 April 2005 to 31 March 2006. One of four grades can be awarded, according to performance assessed against the SGC (see full list of SGCs at <http://inspectrates.homeoffice.gov.uk/hmic/methodologies/baseline-introduction/ba-methodology-06/?version=1>).

Excellent

This grade describes the highest level of performance in service delivery – eg top quartile, where relevant – and achieving full compliance with codes of practice or national guidance. It is expected that few forces will achieve this very high standard for a given activity. To achieve Excellent, forces are expected to have attained **all** the criteria set out in Fair and the vast majority of those set out in Good. In addition, two other factors will attract an Excellent grade:

- The force should be recognised, or be able to act, as a ‘beacon’ to others, and be accepted within the service as a source of leading-edge practice. Examples where other forces have successfully imported practices would be good evidence of this.
- HMIC is committed to supporting innovative forces and we would expect Excellent forces to have introduced and evaluated new ways of improving performance.

Good

Good is defined in the Collins dictionary as ‘of a high quality or level’ and denotes performance above the norm – in many cases, performance that is above the MSF average. To reach this standard, forces have to meet in full the criteria set out in Fair and most of the criteria set out in Good.

Fair

Fair is the delivery of an acceptable level of service. To achieve a Fair grading, forces must achieve all of the significant criteria set out in the Fair SGC. HMIC would expect that, across most activities, the largest number of grades would be awarded at this level.

Poor

Poor represents an unacceptable level of service. To attract this very critical grade, a force must have fallen well short of a significant number of criteria set out in the SGC for Fair. In some cases, failure to achieve a single critical criterion may alone warrant a Poor grade. Such dominant criteria will always be flagged in the SGC.

Direction of Travel Grade

This grade is a reflection of the force’s change in performance between the assessment period and the previous year. For BA 2006, this is the change between the financial years 2004/05 and 2005/06. The potential grades for direction of travel are as follows.

Improved

This reflects a **significant** improvement in the performance of the force.

Stable

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This denotes no significant change in performance.

Declined

This is where there has been a significant decline in the performance of the force.

Good Practice

In addition to assessing force performance, one of HMIC's key roles is to identify and share good practice within the police service. Much good practice is identified as HMIC conducts its assessments; in addition, each force is given the opportunity to submit examples of its good practice. HMIC has selected three of these examples to publish in this report. The key criteria for each example is that the work has been evaluated by the force and is easily transferable to other forces. (Each force has provided a contact name and telephone number, should further information be required.) HMIC has not conducted any independent evaluation of the examples of good practice provided.

Future HMIC Inspection Activity

Although HMIC must continue to maintain a watching brief on all performance areas, it will become more risk-driven in its future inspection activity. Protective services will be the core of inspection programmes, tailored to capacity, capability and the likelihood of exposure to threats from organised criminality, terrorism and so on. Until its full implementation in April 2008, neighbourhood policing will also demand attention. Conversely, those areas where strong performance is signalled by SPI results, such as volume crime reduction and investigation, will receive relatively little scrutiny.

The Government has announced that, in real terms, there will be little or no growth in Police Authority/force budgets over the next three years. Forces will therefore have to maintain, and in some areas improve, performance without additional resources. This in itself creates a risk to police delivery and HMIC has therefore included a strategic financial assessment for all forces in its future inspection programme.

Baseline Assessment 2006 Frameworks			
1 Citizen Focus (PPAF Domain A)			
<p>1A Fairness and Equality in Service Delivery</p> <ul style="list-style-type: none"> • Equality of service delivery • Community cohesion • Engaging with minority groups • Hate-crime reduction and investigation 	<p>1B Neighbourhood Policing and Problem Solving</p> <ul style="list-style-type: none"> • Effective mechanisms for obtaining community views • Responding to local priorities • Effective interventions and problem solving with partners and communities • Operational activity to reassure communities • Use of media to market success • Uniformed patrol and visibility • Extended police family • Performance in reducing fear of crime 	<p>1C Customer Service and Accessibility</p> <ul style="list-style-type: none"> • Quality of service to victims and witnesses • Customer care • Responding to customer needs • Accessibility of policing services 	<p>1D Professional Standards</p> <ul style="list-style-type: none"> • Investigation of public complaints • Improving professional standards • Combating corruption and promoting ethical behaviour • Reducing complaints and learning lessons
2 Reducing Crime (PPAF Domain 1)			
<p>2A Volume Crime Reduction</p> <ul style="list-style-type: none"> • Crime strategy • Performance in reducing volume crime • Levels of crime compared with peers • Problem solving • National Crime Recording Standard (NCRS) compliance 			

3 Investigating Crime (PPAF Domain 2)		
3A Managing Critical Incidents and Major Crime <ul style="list-style-type: none"> • Detection rates for murder, rape and other serious crime • Integration with overall crime strategy • Compliance with Association of Chief Police Officers (ACPO) murder manual • Early identification of critical incidents that may escalate into major inquiries 	3B Tackling Serious and Organised Criminality <ul style="list-style-type: none"> • Crime that crosses basic command unit (BCU) and/or force boundaries • Support for regional intelligence and operations • Asset recovery (Proceeds of Crime Act – POCA) • Effective targeted operations • Quality packages with the Serious Organised Crime Agency (SOCA) 	3C Volume Crime Investigation <ul style="list-style-type: none"> • Crime strategy • Crime recording • Investigative skills, eg interviewing • Automatic number plate recognition (ANPR) • Detection performance
3D Improving Forensic Performance <ul style="list-style-type: none"> • Specialist scientific support • Use of National Automated Fingerprint Identification System (NAFIS), DNA, etc • Integrated management of processes • Performance in forensic identification and detection 	3E Criminal Justice Processes <ul style="list-style-type: none"> • Quality and timeliness of case files • Custody management/ prisoner handing • Youth justice • Police National Computer (PNC) compliance 	
4 Promoting Safety (PPAF Domain 3)		
4A Reducing Anti-Social Behaviour (ASB) <ul style="list-style-type: none"> • Non-crime activities of crime and disorder reduction partnerships (CDRPs) and other partnerships • Use of ASB legislation, tools, etc 	4B Protecting Vulnerable People <ul style="list-style-type: none"> • Child abuse • Domestic violence • Multi-agency police protection arrangements (MAPPAs)/sex offender management • Missing persons 	
5 Providing Assistance (PPAF Domain 4)		
5A Contact Management <ul style="list-style-type: none"> • All aspects of call handling and call management • Initial incident response • Early identification of critical incidents • Performance in answering and responding to public calls 	5B Providing Specialist Operational Support <ul style="list-style-type: none"> • Management of central operational support • Police use of firearms • Capability for policing major events/incidents 	5C Strategic Roads Policing <ul style="list-style-type: none"> • Effectiveness of arrangements for roads policing • Integration/support for other operational activity • Road safety partnerships

6 Resource Use (PPAF Domain B)		
<p>6A Human Resource (HR) Management</p> <ul style="list-style-type: none"> • HR strategy and costed plan • Key HR issues not covered in 6B or 6C • Health and safety • Performance in key HR indicators 	<p>6B Training, Development and Organisational Learning</p> <ul style="list-style-type: none"> • Costed training strategy and delivery plan • Key training and development issues 	<p>6C Race and Diversity</p> <ul style="list-style-type: none"> • Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability • Performance in meeting key targets
<p>6D Managing Financial and Physical Resources</p> <ul style="list-style-type: none"> • Resource availability • Effective use of resources to support front-line activity • Devolved budgets • Finance, estates, procurement and fleet management functions • Demand management 	<p>6E Information Management</p> <ul style="list-style-type: none"> • Information systems/ information technology (IS/IT) strategy and its implementation • Programme and project management • Customer service • Adequacy of key systems • Business continuity/disaster recovery 	<p>6F National Intelligence Model (NIM)</p> <ul style="list-style-type: none"> • Extent to which structures, processes and products meet NIM standards • Integration of NIM with force planning and performance management • Use of community intelligence • Application of NIM to non-crime areas
7 Leadership and Direction		
<p>7A Leadership</p> <ul style="list-style-type: none"> • Extent to which the chief officer team is visible and dynamic, sets and upholds a vision, values and standards, promotes a learning culture, and sustains a well-motivated workforce • Effectiveness of succession planning • Promotion of corporacy 	<p>7B Performance Management and Continuous Improvement</p> <ul style="list-style-type: none"> • Effective performance management structures and processes at all levels • Quality and timeliness of performance/management information • Internal inspection/audit/ quality assurance (QA) systems • Effectiveness of joint force/PA best value reviews (BVRs) 	

Force Overview and Context

Geographical Description of 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 region is made up of 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
- 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 is 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 (eg Harlech, Caernarfon, Conwy and Beaumaris). The A55 expressway links towns with the north of England and the port of Holyhead; few routes connect North Wales with South Wales.

North Wales Police headquarters is in the town of Colwyn Bay, and there are three basic command units (known locally as divisions). These are, firstly, Eastern Division, encompassing the county borough of Wrexham and the county of Flintshire, with a divisional headquarters in the town of Wrexham; secondly, Central Division, encompassing the county of Denbighshire and the county borough of Conwy, with a divisional headquarters in the city of St Asaph; and, finally, Western Division, encompassing the county of Gwynedd and the county of the Isle of Anglesey, with a 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 it has more affinity with forces in the North-West of England. 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 have a huge influence on the population. 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 the occasional small town.

North Wales Police is responsible for policing a resident population of 674,498 people in 280,329 households. In the Eastern Division there is a population of 280,278 in 113,503 households; Central Division has a population of 207,402 in 88,736 households; and Western Division has a population of 186,828 in 78,090 households.

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The population increases substantially – particularly in Central and Western Divisions – with the influx of tourists during the summer months.

Structural Description of Force including Staff Changes at Chief Officer Level

North Wales Police has four Association of Chief Police Officers (ACPO) members – three officers and one police staff member – who provide leadership and guidance to the force. The chief officer team comprises the Chief Constable (Richard Brunstrom), deputy chief constable (Clive Wolfendale), assistant chief constable (Ian Shannon) and director of finance and resources (Thomas O'Donnell). The Chief Constable has been in post since January 2001, and the team has broadly been together since April of that year, with the exception of the assistant chief constable (ACC), who joined North Wales Police in January 2005.

The operational portfolio is broadly the responsibility of the deputy chief constable (DCC), while the ACC has responsibility for the neighbourhood policing agenda and partnership arrangements to improve community safety, and the director of finance and resources has responsibility for human resources, information management, finance and commercial services.

The force comprises six divisions: the three territorial basic command units (BCUs), operational support division, crime services division and operational communications division. There are a number of departments, including the safe communities team, professional standards, the administration of justice department, media liaison, finance, the people services group, commercial service and the information management group.

Strategic Priorities

North Wales Police has adopted the priorities put forward by the Government and has consulted with members of the public to develop local priorities. The national and local policing priorities for 2006/07 are as follows.

National Policing Priorities 2006/07

- Reduce overall crime by 15% by 2007/08 – and by more in high crime areas.
- Bring more offences to justice in line with the Government's public service agreement.
- Provide every area in North Wales with dedicated, visible, accessible, familiar and responsive neighbourhood policing teams and reduce the public perception of anti-social behaviour.
- Tackle serious and organised crime, including through improved intelligence and information sharing between partners.
- Protect the country from both terrorism and domestic extremism.

Local Policing Priorities 2006/07

- Improve the safety of children and young people in North Wales.
- Improve the safety of all road users in North Wales.

Impact of Workforce Modernisation and Strategic Force Development

North Wales Police has made excellent progress on the workforce modernisation agenda. Through civilianisation and careful selection of police staff into added-value roles, the force has increased its capacity to cope with increasing demand, improving the rate of bringing more offenders to justice, addressing the protective services gap, reducing anti-social behaviour and making significant improvements in neighbourhood policing. Examples are:

- gaining grade 'A' on delivery plans in the last four years;
- achieving 7% efficiency in 2005/06;
- developing an efficiency plan to make 8% efficiency savings in 2006/07;
- reinvesting efficiency savings in a network of 222 community beat managers;
- civilianisation of detention officers;
- investing in scientific support officers to make an impact on volume crime investigation;
- investing in technology and analysis of crime to improve performance; and
- improving the mixed-economy approach to policing, with recruitment of women at 46% and a major initiative to recruit ethnic minority candidates.

This has created a more flexible, dynamic employment framework. The results have been better performance, better productivity, as measured through activity-based costing (ABC), reductions in the cost of processes and high levels of efficiency. There has been a major increase in citizen-focused policing through the network of community beat managers (CBMs) supported by police community support officers (PCSOs).

Major Achievements

Recorded crime has continued to decline for the third year, with more than 19% fewer domestic burglaries and 22% fewer vehicle crimes being recorded. The overall detection rate has been steadily increasing since 2002, and the force is now well above the average detection rate for its most similar force (MSF) group, with the second highest detection rate in England and Wales. The detection rate is the highest in England and Wales for violent crime and domestic burglaries, and the detection rate for hate crime is only 0.1% away from the top performing force.

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Road Casualties

The target for reduction of road casualties by 2% was significantly exceeded, as the number of people killed or seriously injured on the roads was reduced by 33.9% from last year. There have been 10 fewer fatalities and 102 fewer casualties on the roads than last year to date. This means that the force has met the government targets five years early.

Crime

Recorded crime reduced by 6.6% from the last year. In addition, the detection rate for all crime is now 43.9% and still climbing. Recorded burglary dwellings are also well on target, with a 19.1% year on year reduction, which continues the downward trend of the last two years. Furthermore, the reduction in recorded vehicle crime continues, with a 22.2% reduction on last year.

Arrests

North Wales Police has arrested 24,024 people over the last year, 2,721 people more than during the same period the previous year, an increase of 13%. Set against falling crime and disorder this is a notable achievement.

Class A Drug Supply Offenders

The number of offenders charged, summonsed or cautioned for Class A drug supply has dramatically increased over last year – by 59.8% to date, against a target of 10%.

Response

The target of answering 91% of 999 calls within 10 seconds has been achieved, with 93% of calls answered within the target, an improvement over last year's performance.

Crime Recording

Evidence of the fact that the management of crime recording is both efficient and effective is demonstrated by the Audit Commission's national report, in which North Wales Police was the only force within England and Wales to achieve a Green rating in all aspects of crime recording standards for the third year running. Crime recording and management, including compliance with the National Crime Recording Standard, is embedded in the operational practices of North Wales Police.

Major Challenges for Future

The major challenges include:

- maintaining and improving on the current high levels of performance, service and efficiency;
- continuing the drive to close the level 2 gap;
- deriving full benefit from the integrated suite of IT systems that have already reduced process costs by over 40% and that now provide management information of sufficient quality to allow further significant improvement in performance;
- positioning the force to derive maximum benefit for the public from the restructuring of forces in Wales;
- delivering a challenging efficiency programme that will improve performance and allow for further investment in workforce modernisation.

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Summary of Judgements	Grade	Direction of Travel
Citizen Focus		
Fairness and Equality in Service Delivery	Good	Stable
Neighbourhood Policing and Problem Solving	Good	Improved
Customer Service and Accessibility	Good	Stable
Professional Standards	Good	Not Graded
Reducing Crime		
Volume Crime Reduction	Excellent	Stable
Investigating Crime		
Managing Critical Incidents and Major Crime	Fair	Stable
Tackling Serious and Organised Criminality	Fair	Declined
Volume Crime Investigation	Excellent	Stable
Improving Forensic Performance	Good	Improved
Criminal Justice Processes	Good	Stable
Promoting Safety		
Reducing Anti-Social Behaviour	Good	Improved
Protecting Vulnerable People	Fair	Stable
Providing Assistance		
Contact Management	Excellent	Improved
Providing Specialist Operational Support	Good	Improved
Strategic Roads Policing	Excellent	Improved
Resource Use		
Human Resource Management	Fair	Improved
Training, Development and Organisational Learning	Good	Improved
Race and Diversity	Good	Improved
Managing Financial and Physical Resources	Excellent	Stable
Information Management	Good	Stable
National Intelligence Model	Fair	Stable
Leadership and Direction		
Leadership	Good	Not Graded
Performance Management and Continuous Improvement	Good	Stable

1 Citizen Focus (Domain A)

1A Fairness and Equality in Service Delivery

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	15	28	0

Contextual Factors

The force has met its statutory obligations in implementing a legally compliant race equality scheme (RES) – verified by the Commission for Racial Equality (CRE) in its formal investigation, which highlighted North Wales Police as an example of good practice. During 2005, the force was shortlisted for a number of national awards.

Effective multi-agency working has made a significant contribution to the success in managing hate crime incidents, and effective engagement with the community has achieved consistently high satisfaction ratings. The force has invested in developing a diversity consultation structure that provides an effective voice for diverse groups in the community. Other agencies use the framework to provide a multi-agency platform for dealing with hate crime.

The force was one of the first in England and Wales to prepare its Disability Scheme, which is out to consultation and will be published ahead of the December 2006 implementation date. An accessibility audit has been carried out, and all police stations are now compliant with the Disability Discrimination Act.

Strengths

- In 2005/06, 79.3% of victims of racist incidents were satisfied with the overall service provided, above the MSF average of 76.3%.
- The Chief Constable and ACC have taken personal responsibility for one or more strands of diversity. They lead the top-level consultation and internal groups on all strands of diversity and the independent advisory group (IAG), and demonstrate their commitment by addressing diversity in all of their meetings and work. This commitment is reflected in the willingness of junior staff to discuss and challenge diversity issues with their seniors and in ACPO’s excellent working relationships with partners in the criminal justice sector and community.
- North Wales Police has an impressive race crime detection rate (64.4%), which is the best in England and Wales. This has been achieved by implementing a

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comprehensive structure to deliver performance in the investigation of hate crime, supported by robust leadership from the DCC.

- The CRE's formal investigation of the police service in March 2005 highlighted North Wales Police as an example of good practice with regards to "arrangements for making sure the public have access to information and services" and its diversity training programme.
- Through the Chief Constable's liaison with the head of CRE Wales, and using the cultural audit, the force is developing its RES as a benchmark for Wales. It has conducted a series of consultation events and is working with CRE Wales to train relevant staff in race impact assessment.
- North Wales Police has invested in ensuring that all strands of diversity are represented in the consultation process. The force has spent £30,000 this year on a cultural audit to address potential weaknesses in its understanding of the needs of minority communities in the area it serves. This investment will provide a three-year plan on community engagement.
- The force has received recognition for its work managing diversity, specifically:
 - the Police Review Diversity Award (shortlisted);
 - the IAG Diversity Consultation Award (shortlisted);
 - its cultural audit was promoted by CRE Wales as good practice to the Welsh Assembly Government;
 - its diversity training was highlighted as good practice by CRE UK.
- A comprehensive range of policies and protocols exist to manage hate crime, led from the centre through the force's hate crime policy. Each division has individually tailored hate crime protocols to reflect the different communities and their concerns. This is supported by a suite of performance indicators linked to policing objectives and effective multi-agency working.
- Stops/searches carried out during 2005 were proportionate to the ethnicity within North Wales, and the force is one of few in England and Wales that can evidence proportionality in stop/search.
- An accessibility audit involving community members from the external disability working group has been carried out on all police premises, and a budget has been set aside for completion of the capital work. Many police stations have been redesigned, and work will be completed by May 2006. Throughout the station redevelopment programme, constant liaison has been maintained with the community through the external disability working group.
- North Wales Police has been active over the last three years in developing partnerships with other agencies and voluntary groups. Each of the six unitary authorities has established a joint action group where diversity and community cohesion are discussed and debated on a multi-agency basis. These groups complement the diversity consultation process that has helped highlight diversity issues over the last five years.

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- Each division has a divisional diversity officer whose role includes contact with minority groups, providing a strong source of intelligence and community reassurance among groups such as travellers and young people.

Work in Progress

- The RES is being reviewed, and the findings indicate that it needs to be rewritten to reflect learning from national reports, the culture audit and new advice from CRE (Wales).
- North Wales Police is in the process of developing its disability scheme – to meet its obligations under the Disability Discrimination Act 1995 – the proposals for which are out for consultation. It is anticipated that the scheme will be published ahead of the December implementation date.

1B Neighbourhood Policing and Problem Solving

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
4	18	20	1

National Position

Neighbourhood Policing (NP) is a national programme and its expectations are based on national research. This framework differs from others because the grade awarded reflects the force’s ability to roll out NP progressively, year on year, until its implementation date of April 2008. This focus on programme delivery and the need for continual improvement are reflected in the grades. Therefore, in this framework it is significantly more challenging for a force to maintain the same grade as last year.

HMIC has awarded an Improved direction of travel where forces are actively progressing implementation, have improved their performance and have allocated significant resources to deliver NP. As a result, most forces have an Improved direction of travel. However, this assessment has also highlighted the significant demands of the NP programme and the vulnerability of some forces that are failing to maintain the pace of implementation.

Contextual Factors

Research that the force has conducted indicates that 84% of the community want to see more CBMs and PCSOs. The force has increased the number of CBMs over the past year. The next phase is to recruit the force’s PCSO allocation of 258 and assign a PCSO to each CBM.

The neighbourhood policing (NHP) strategy is being implemented and aims to serve each of the 281 wards across North Wales. The force has:

- 224 dedicated CBMs;
- 60 PCSOs;
- 127 special constables;
- 22 community volunteers (67 volunteers in total).

The implementation of the NHP strategy is being managed via the use of a web-based project management tool, the MATRIX. The MATRIX consists of a number of elements to provide:

- a graphic facility, to manage the implementation of the NHP teams;
- identification of the infrastructure requirements to support the teams and the policing of an area;
- monitoring of community engagement;
- an electronic facility to record ward action plans and ward profiles;

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- a community contact database to manage key individual networks; and
- management information and reports for supervisors and managers.

Strengths

- The names and contact details of CBMs are published on the force's website. Some CBMs circulate 'fliers' with their photograph and contact details, which are then displayed in shops, surgeries, community centres, etc. Some divisions have arranged a press launch locally of NHP teams, and their details have appeared in local newspapers.
- There is a detailed project plan for NHP, managed by the internally developed MATRIX programme. It provides guidance on what is required in relation to the implementation of the NHP strategy and identifies critical paths and milestones. It also provides a detailed, up-to-the-minute overview of progress towards implementation and can be accessed by managers at all levels of the organisation. The project board uses it to monitor progress in NHP.
- NHP has been implemented on all three BCUs.
- Community/neighbourhood profiles have been created using a force template, which has been endorsed as good practice by the national NHP team and is to be made available to other forces via the website. Beat profiles have been completed in 236 areas, with a total of 577 beat action plans – 20 of which have been resolved and finalised.
- Information obtained during community and neighbourhood meetings is used to influence local priorities and inform police decision making along National Intelligence Model (NIM) lines. Decisions about priorities are taken by the community partners and police.
- The force's structure of community policing panel meetings ensures that all key community stakeholders are identified and that they not only assist in the identification of local priorities but actively take part in the subsequent action plans. Key individuals networks are managed via the community contact database contained in the MATRIX.
- Collaborative partnerships are in place at force and BCU level. Data sharing enables the exchange of information, which is then processed by the partnership analysts. There is evidence of partnership and community involvement in tasking and co-ordination via the community engagement process and the joint action groups.
- Hard-to-hear and minority groups are engaged via the diversity groups that have been established at force, BCU and, in certain areas, district level. Young people have been identified as a group the force needs to engage with, which has led to the development of a strategy that is out for consultation with partners and young people. Two districts are developing young people's forums to gain the views of the younger generation, in addition to informal meetings at youth clubs.
- The force's approach to tackling anti-social behaviour (ASB) remains embedded in the Dyna Ddigon ('That's Enough') programme, which aligns directly with the NHP programme. The ACC leads the Dyna Ddigon board, setting and managing strategic priorities, monitoring progress of the initiative and evaluating the use of measures to tackle ASB.

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- A partnerships superintendent posted on each BCU manages the strategic multi-agency approaches to the NHP programme, while an ASB analyst supports the tactical tasking and co-ordination group process.
- An NHP initiative (a 26-day joint police/DVLA operation branded Operation Debar) targeted uninsured, untaxed, unlicensed and anti-socially used vehicles. This resulted in 1,700 vehicles being seized, of which 1,000 have been crushed. The operation, the largest of its kind in the UK, secured 38 arrests for offences ranging from disqualified driving to drugs supply and created a 48% increase in vehicle excise licence compliance for that period.
- There are a number of reward and recognition schemes in place. For example, special constables who work additional hours are given a bounty payment of £1,000 each, funded by the local town council.
- Community impact assessments are used by strategic and tactical tasking and co-ordination groups and by joint action groups to determine appropriate police and partner responses to community concerns, tension, sensitive police operations, etc. Systems are in place to ensure that assessments are subject to external scrutiny via IAGs and the police authority.

Work in Progress

- Over 200 CBMs are now in place as part of the NHP teams, but there is no structured training programme. A force NHP seminar has taken place, but some officers have not received any relevant training. Some neighbourhood policing teams have, however, identified time for training and have arranged their own seminars. A training programme is being developed and will be delivered from September 2006.

Areas for Improvement

- Neighbourhoods have been defined as a local authority/county council community ward or group of wards, but there has been little structured involvement of partners and members of the community in actually identifying neighbourhoods. At BCU and district level there has been involvement of local partners, but this could have been better co-ordinated.
- There is no communication and marketing strategy to promote NHP either internally or externally, although one is being developed in consultation with key stakeholders. It will need to identify how information will be fed back to communities and hard-to-hear/reach groups.
- Weekly performance reviews are conducted with district inspectors in most areas of the force, and most sergeants are subject to a similar review. The process is being developed to include CBMs, which will enable the force to evaluate the effectiveness of the investment in NHP and its contribution to the force's performance.
- NHP teams are not yet driven by the NIM process. There is little understanding of the link between force and divisional priorities and the neighbourhood policing teams. There is limited tasking of CBMs or joint tasking with partners.

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- There is no structured briefing model for CBMs: different approaches are adopted on different divisions. However, the director of intelligence is in the process of developing a corporate briefing framework which will be used by CBMs.
- There are some basic examples of joint problem solving of issues at neighbourhood level, but this is not a well-developed process due to the difficulty in getting some partner agencies to contribute.
- Although abstraction is addressed in the CBM policy, there is evidence that some CBMs are abstracted to cover response duties for a significant proportion of their time.
- The Community Contact Database is where CBMs say that they record contact details and community intelligence. While inspectors and sergeants have access to county-wide information, the NHP teams can only access the information entered by members of their team. As a consequence, the information is not available to other staff, eg response officers, criminal investigation department (CID), etc.

1C Customer Service and Accessibility

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	19	22	2

Contextual Factors

Consultation with the public throughout the force is extensive. There are a number of community consultation forums at force and local level, eg the force disability forum, local police and community consultation group (PCCG) meetings and structured open evenings where local community groups discuss issues such as quality of and access to services.

A gap in satisfaction between white users and black and minority ethnic (BME) users remains. External consultants carried out a culture audit during 2005, to establish how the force’s approach to diversity is perceived. Over 600 community members and groups contributed to the study, resulting in 123 recommendations. The process has been endorsed by CRE Wales, and it is their intention to work with the force and develop the process as a good-practice template.

The force is on target to comply with the national quality of service commitment (QoSC) by November 2006. Identified gaps do not require significant investment. Some aspects of keeping callers informed are in need of development and are being resolved by the operational communications division (OCD) through the creation of divisional occurrence management units.

The force distributes a quarterly newspaper, *Y Glas*, to all householders, which highlights details of police activities and future plans. There are facilities on the website for the public to provide feedback, and all receipts are acknowledged.

North Wales Police is proactively involved in the development of the single non-emergency number (SNEN) and is working closely with all local authority partners and the Home Office. The force aims to be included in the second wave of the roll-out and is championing the development of a single Welsh model.

Strengths

- Where necessary, customers’ comments – both positive and negative – are tracked to the original incident, and there is a process to evaluate how effectively an issue was dealt with. This information is then used to identify any requirement for further action, eg to follow it up with the customer, identify organisational business process issues, highlight performance of individuals through the personal development review (PDR) process and identify training needs of individuals.

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- Customer service and satisfaction are a priority for the force. It uses feedback, via the quality of service group, to inform local activity and plans. There are examples of feedback being used to amend processes and procedures, eg making 'visibility' a standard agenda item in the quarterly quality of service meetings (chaired by the DCC), and the (planned) introduction of a public assistance desk in the contact centre. Issues raised from other forums, such as PCCG meetings, have also triggered actions by the communications centre manager with a view to improving quality of service.
- The monthly force performance bulletins are posted on the force's website, giving the public access to all the latest performance data, broken down into both PPAF domains and geographical areas.
- North Wales Police has invested in external research – in addition to surveys required to meet the statutory requirements – to monitor satisfaction in other areas, to understand perceptions of customers and staff and to learn how it can meet the needs of BME users and other minority community groups.
- The force is currently above the MSF average for satisfaction in terms of the 'whole experience', in both the BME and white populations. It is also above the MSF average in the context of overall satisfaction as expressed by victims of racist incidents. This performance, combined with the 123 recommendations from the external research, will help the force to develop in this area. The process has been endorsed by CRE Wales, and it is their intention to work with North Wales Police to use it as a good-practice template.
- Feedback from complaints and misconduct is used to inform improvements in service delivery. The professional standards department and legal department issue regular bulletins detailing the types of complaints received, how they were resolved and how they could have been avoided in the first place. This is disseminated through the ranks in briefings.
- North Wales is on course to deliver by the national implementation date the standards required by the national QoSC. A QoSC project manager funded specifically for this role is project managing this implementation, using PRINCE 2 methodology. The majority of the QoSC standards are already being delivered.
- The administration of justice department (AJD) is leading on the implementation of the national code of practice for the victims of crime. All structures are in place, including training and recording mechanisms. The force was fully compliant with the code by April 2006.

Areas for Improvement

- Targets for customer service need to be embedded into ACPO and divisional command team performance reviews and further cascaded into managers' and individuals' objectives. A template for divisional monthly performance reviews with ACPO would be beneficial.

1D Professional Standards

Grade	Direction of Travel
Good	Not Graded

National Grade Distribution

Poor	Fair	Good	Excellent
2	16	25	0

National Position

In view of the recent focused inspection activity of professional standards departments across the country, the grade allocated in the national moderation process and publication of the reports in January 2006 will be applied for the purposes of baseline assessment.

The inspections were conducted using a substantial framework of questions under EFQM4 (European Foundation for Quality Management) headings. This framework of questions was forwarded to forces in line with normal baseline methodology, requesting self-assessment and submission of relevant evidence and supporting documentation. This material was then analysed and followed by HMIC inspection teams visiting forces to carry out validation checks and supplementary interviews of key staff and stakeholders. The baseline inspection reports include recommendations as well as areas identified for improvement.

Evidence was gathered, consolidated and reported upon in individual force baseline assessment reports which can be found on the HMIC website:
http://inspectors.homeoffice.gov.uk/hmic/inspect_reports1/baseline-assessments.html

2 Reducing Crime (Domain 1)

2A Volume Crime Reduction

Grade	Direction of Travel
Excellent	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
1	18	20	4

Contextual Factors

North Wales Police is a high-performing force for achieving reductions in volume crime. During the last three years, there has been a substantial and sustained reduction in overall crime across all BCUs. North Wales is now regarded as one of the safest places to live. Violent crime is the only area that has seen a slight increase (2%), but this is well below the national average increase.

An effective performance management regime and the fact that managers are held accountable for delivering performance are major contributors to the excellent performance achieved in this area. There is strict adherence to the National Crime Recording Standard (NCRS) within the force, with strong processes driven by the BCU occurrence management units.

Strengths

- The force has achieved significant reductions in volume crime during 2005/06.
 - Total crime has reduced by 6%, from 79.86 crimes per 1,000 population in 2004/05 to 74.95 in 2005/06, compared with the MSF average of 78.1 crimes per 1,000 population.
 - Domestic burglary has reduced by 20%, from 5.69 crimes per 1,000 households in 2004/05 to 4.57, significantly below the MSF average of 6.32.
 - Robbery offences have remained static in 2005/06 at 0.22 crimes per 1,000 population, below the MSF average of 0.30.
 - Vehicle crime has reduced by 25%, from 9.16 crimes per 1,000 population in 2004/05 to 6.86, below the MSF average of 7.98.
- The British Crime Survey fear of crime indicators for January to December 2005 reveal that:
 - the percentage of people who felt that they were at risk of personal crime was 4.7%, below the MSF average of 5.3%; and

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- the percentage of people who felt that they were at risk of household crime was 13%, below the MSF average of 15.7%.
- The DCC has overall responsibility for volume crime reduction, and BCU commanders and their deputies are held directly accountable for performance. Divisional performance reviews are conducted that involve intrusive review of adverse trends. Where performance is deteriorating, there is immediate remedial action and intervention.
- The significant reductions in volume crime have been achieved by targeted policing, a strong performance culture and identified ownership of crime types and problems. These are realised through divisional tasking and co-ordination processes and priority and prolific offender (PPO) management, supported by a robust weekly performance review system that drills down to the individual officer level.
- Long-, medium- and short-term crime reduction priorities are identified through analysis of intelligence and crime trends, which informs the level 1 tactical tasking and co-ordination group (TTCG) meeting. Decisions are then made to direct resources to tackle identified issues in accordance with the control strategy.
- The force utilises good practice guides and toolkits to formulate protocols, including those on priority crime, burglary, hate crime, vehicle crime, violent crime and domestic violence. The protocols are widely available to all staff on the force's intranet system.
- Community safety partnerships are engaged in the tasking and co-ordination process – for example, the chief executives of Denbighshire and Conwy local authorities attend the level 1 TTCG meeting (Central Division) and sign up to the BCU control strategy.
- The force has been instrumental in arranging many different diversionary activities for young people. These include:
 - professional golf lessons in Communities First areas;
 - a bicycle repair workshop operated in conjunction with the Llandrillo College Youth Club; and
 - junior 'Ground Force' – gardening activities for young people, supported by local businesses.
- Danger Point is a dedicated centre that provides hands-on safety education specifically for children. Using interactive technology, the centre aims to recreate different scenarios involving potentially dangerous or threatening situations. The centre was developed by North Wales Police with the assistance of other key agencies responsible for safety in North Wales.
- North Wales Police is regarded by the Home Office and other forces as having beacon status for initiatives in reducing incidents of criminal damage, against the national trend (in one BCU the number fell by 28% over three years). The force is represented on the Home Office's Criminal Damage Working Group and has been commended for its performance management of the Dyna Ddigon programme.

Areas for Improvement

- Violent crime has increased by 2%, from 19.0 offences per 1,000 population in 2004/05 to 19.43 in 2005/06. This is above the MSF average of 17.11 offences.
- There are some examples of partners working with the police to reduce crime, but there are also many examples of partners being slow to react to requests for assistance, which has significantly impacted on the effectiveness of joint problem solving. Formal protocols should be agreed with partners that define what assistance can be expected and within what timescales.

3 Investigating Crime (Domain 2)

3A Managing Critical Incidents and Major Crime

Grade	Direction of Travel
Fair	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
5	17	17	4

Contextual Factors

North Wales Police has a good track record for investigating major crime. Since 1977, a total of 175 offences/victims of homicide have been recorded, which equates to an average of six offences per year – with a detection rate of 98%. Taking into account variations caused by multiple victims, the number of recorded offences has remained constant. There have been 66 offences of homicide recorded since 1997.

There are effective arrangements in place for identifying critical incidents and setting up major investigations. Control room staff have received training in identifying critical incidents, and the force has introduced a cadre scheme to ensure that there is always a senior officer on duty to take control of critical incidents.

The force has invested in the development of conflict management teams to provide an immediate armed response, together with a wide range of less lethal tactical options in well-equipped vehicles that are available for deployment 24 hours a day, seven days a week.

Sufficient trained and experienced staff are available within the BCUs and departments to provide an effective investigative response to all major incidents. Distributing major incident resources across a wide range of departments reduces the risk of de-skilling and facilitates the transfer of experience, knowledge and learning back to the workplace.

Collaborative arrangements are in place with Cheshire Police that have resulted in the effective sharing of resources, eg by merging surveillance teams, in HOLMES provision and in major incident investigation resourcing. Protocols have been agreed and assistance provided in category 'A' investigations.

Strengths

Critical Incidents

- The tactical strategic analysis section (TSAS) produces a fortnightly assessment to identify all major crime issues and risks and threats to the communities. The criminal use of firearms and bladed weapons is a standing item and a force intelligence requirement. A more detailed problem profile is circulated within the force, which informs the operations/strategic tasking meeting chaired by the DCC.

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A bi-monthly profile is also presented to the firearms code of practice forum, chaired by the DCC, which deals with risk and threat assessment.

- TSAS is part of the intelligence section of the crime services division (CSD), and there are clear links with the major crime support section of CSD in information sharing, particularly in relation to vulnerable members of the population and communities. In October 2005 an extract on sexual offending was commissioned. The operational support department (OSD) analyst carries out risk/threat assessments of issues associated with the agricultural community for the force operations meeting. It also includes issues associated with the Welsh language, the Kurdish and Polish communities, environmental protests and exports of live animals.
- TSAS prepare a bi-monthly problem profile on the criminal use of firearms and bladed weapons. This is a standing item on the agendas of the firearms code of practice forum and the police use of firearms forum. Additional briefing is provided by TSAS on crime trends and incidents to inform risk and threat assessment in relation to crimes of violence and to counter terrorism. The meeting is chaired by the DCC, who is also the force's firearms code champion. The meeting decides upon the armed status of conflict management teams. A weekly community tension assessment is produced, which is based on intelligence collected from all minority communities in North Wales via CBMs, diversity officers and community leaders.
- Force incident managers (inspectors) provide immediate command on a 24/7 basis. They are supported by two silver commanders (nationally trained and accredited firearms commanders) at superintendent and chief inspector rank. Accredited senior investigating officers (SIOs) (inspectors) are on duty providing additional night and weekend cover, supported by a detective superintendent / chief inspector SIO and an ACPO officer who are on call with unrestricted access.
- A team of an inspector, three constables and a police staff member form an operational planning team in OSD, responsible for contingency planning for mass disasters, major incidents and critical incidents. They are tasked from the fortnightly level 2 tasking and monthly security review meetings to plan for any escalating tensions or events. Existing contingency plans are reviewed annually to ensure they are fit for purpose, and exercises are undertaken to test multi-agency response. The plans are held at the force communications centre. All silver commanders are specifically trained in critical incident identification and response.
- In response to the raised tensions following the terrorist attacks in July 2005, North Wales Police established a specialist IAG to incorporate community concerns within the decision-making process of the force. A weekly community tension report is produced by TSAS. Within each county a joint action group (JAG) has been established where diversity and community cohesion are debated on a multi-agency basis. Issues of hate crime are addressed and a collective response is sought on dealing with the causes of identified issues.
- Community impact assessments are carried out in conjunction with JAGs and IAGs. As an example, three years ago serious public disorder involving attacks on a minority ethnic group and on the police broke out on the Caia Park estate in Wrexham. The police worked with the local authority and local community leaders to reassure the community. This provided the opportunity to gather community

intelligence so as to develop an impact assessment that influenced the operational strategy.

Major Crime

- A drug market profile is produced quarterly to inform the targeting and prevention process. Local profiles are dealt with at level 1 JAG meetings and level 2 profiles at the monthly force operations meeting. Staff from the safe communities department attend level 2 meetings to contribute to prevention and reduction actions.
- There are formal collaborative arrangements in place with other forces in the region for the provision of mutual aid to assist in the investigation of major incidents if the demand exceeds force capacity.
- North Wales Police has linked HOLMES to all forces in the North-West region and Wales and chairs the Wales user group for the HOLMES major incident room (MIR) and casualty bureau. The force has a long-standing membership arrangement for linked telephony provision in the North-West through the North-West regional emergency planning group led by Cumbria police. The linked telephony agreement is intended to be used for CASWEB (allows mutual aid forces to create, search and update records on the host forces casualty bureau system), MIRWEB (major incident room system which allows any mutual aid force in the UK to provide a call taking and data entry facility) and child rescue alert activation.
- In 2005, North Wales Police and Cheshire Police formed a joint major crime review team with a permanent staff of four. This team has recently completed a review of a North Wales Police category 'A' murder investigation.

Areas for Improvement

- There is a process in place to collect community intelligence, but the force is not maximising the benefit of the information it is collecting.
- No structured process is in place to profile communities to assess and map how organised criminality operates, the risks it presents to the community or the impact it is having. This is, however, being done in partnership with the North Wales Race Equality Network.
- Intelligence-sharing protocols are in place with partner agencies, but this is more prevalent at level 1, with the divisional JAGs. The records management system (RMS) is an integrated system that has reduced the number of silo IT systems, and the majority of policing business will eventually be transferred onto the RMS. Intelligence sharing should then be more streamlined.
- Although the force makes good use of IAGs, there is no evidence of their involvement in major crime investigations or policy review.
- The force does not have a sufficient number of major incidents to justify the establishment of a dedicated major incident unit. As a consequence, staff are drawn as needed from divisions to form enquiry teams, and this inevitably has an

impact on divisional work.

- There is no formal performance management framework linked to major crime investigation, although a review mechanism examines costs, timescales and staffing requirements.
- The force does not have sufficient trained HOLMES 2 casualty bureau staff, nor an adequate pool of call takers for MIRWEB and CASWEB.
- A formal policy for reviewing critical incidents is lacking.

3B Tackling Serious and Organised Criminality

Grade	Direction of Travel
Fair	Declined

National Grade Distribution

Poor	Fair	Good	Excellent
7	21	13	2

Contextual Factors

The location of the force makes it vulnerable to travelling criminals from Cheshire, Manchester and Merseyside, and the types and level of serious crime are such that it is difficult for the force to attract support from other forces within the region.

In 2005/06 the force has been successful in tackling serious and organised crime. Cases of note include Operation Hawthorn, which has seen two major criminals who had previously considered themselves as ‘untouchable’ now serving prison sentences.

The force has exceeded its targets under the Proceeds of Crime Act (POCA) and is well positioned in the table of all forces (the Police Performance on Value of Confiscation Orders, 2005/06). The force has worked closely with the North-West regional asset recovery team (RART), and a number of cases have been referred to the team for further investigation.

North Wales Police has had an unprecedented demand for witness protection and support over the past 12 months. The force has been able to achieve close liaison with witnesses and supporting forces, which has resulted in successfully securing a number of convictions at the Crown Court.

The force has invested in the hi-tech crime unit to produce a very impressive state-of-the-art facility that is making a significant contribution to tackling serious and organised crime. There has been an increase of 30% on previous years in demand for its services, but because of the investment in resources and equipment this has had little effect on the unit’s efficiency.

Additional capacity for the examination of mobile phones has been established in force, which is proving invaluable to operational staff in assisting them in investigating crime. The force also leads a multi-agency steering group for the prevention of electronic crime, which has attracted a lot of attention from private and public sector organisations and is regarded as good practice.

Strengths

- The level 2 operations section has been increased by six detective constables during the period under review, and while some staff have been abstracted to category A murder investigations, the increase in resources has allowed for further planning and targeting of level 2 criminals. While these abstractions from level 2 are potentially

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problematic, the detection rate for homicide offences over the last 30 years is an impressive 97%.

- Where operational security and sensitivity are crucial, staff are (if deemed appropriate) briefed by the DCC with regard to integrity and security of operations and are asked to sign a security declaration. The professional standards department's integrity unit assists and monitors operations where necessary.
- The proactive investigators in the integrity unit gather intelligence on integrity and security issues and assess it using the '5x5x5' system (system used for risk assessing and grading intelligence). All intelligence is risk assessed for action. Any matters arising are brought to the attention of the deputy head of department and included in the departmental tasking and co-ordination meeting.
- All level 2 operations are subject to close scrutiny through level 1 and level 2 tasking and co-ordination meetings and are fully briefed and debriefed to ensure that no evidential, learning or best practice opportunities are missed. Priorities considered include the force and regional strategic threat assessments and the force and regional control strategies. Operations to which level 2 resources are committed are critically reviewed at subsequent tasking and co-ordination group meetings and, where appropriate, subjected to results analysis at their conclusion.
- TSAS is part of the intelligence section of CSD, and there are clear links with the major crime support section of CSD in information sharing, in particular in relation to vulnerable members of the population and communities. In October 2005 an extract on sexual offending was commissioned. The OSD analyst carries out risk/threat assessments of harm indicators associated with the agricultural community for the force operations meeting. It also includes issues associated with the Welsh language, the Kurdish and Polish communities, environmental protests and exports of live animals.
- A comprehensive weekly analysis and risk assessment of harm indicators is completed by the force's senior analyst and is circulated under the name of Operation Element. The assessment includes all areas of risk associated with migrant workers, the Muslim community, the travelling community and Welsh language issues. It not only focuses on current identified tensions but predicts what issues may arise in the future.
- There are dedicated points of contact in HM Revenue & Customs and the National Criminal Intelligence Service who regularly visit the force, and two officers are seconded to the Immigration Service at Liverpool. The benefit of these relationships is evidenced by the exchange of intelligence with HM Revenue & Customs in relation to fuel laundering; with the Serious Organised Crime Agency in relation to drug and gun supply; and with the Immigration Service in relation to persons involved in people trafficking.
- Osman warnings are incorporated into the threat assessment policy. They are the responsibility of CSD and BCUs and are constantly under review before, during and after operations.
- A level 2 intelligence cell has its own analytical capability. The force is committed to the intelligence-sharing protocol currently operating within the Wales and the North-West regions. Special Branch has close links to the Wales regional intelligence cell (RIC) and also, because of business links, the North-West RIC. The head of Special

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Branch attends regional TTCG meetings for Wales and the North-West. There is evidence of joint operations to target level 2 criminality.

- The annual policing plan and the three-year strategic plan each reflect the force's commitment to combat serious and organised crime. The force's strategic assessment, control strategy and intelligence requirement are reviewed every six months, including specific level 2 issues both regionally and within North Wales, eg serious and organised crime groups involved in the supply of Class A drugs. Another example of the force's ability to tackle serious and organised criminality is Operation Hawthorn, which targeted one of the force's most high-profile criminal networks.
- The force has an experienced level 2 crime team that is equipped and trained to deal with major crime incidents. It has specialist capability in areas such as CROPs (covert rural observation posts) officers and level 2 test purchase operatives. This team is supported by analytical capability and the joint North Wales/Cheshire surveillance team.
- The hi-tech crime unit is a valuable asset. Further investment, especially in relation to computer and mobile phone forensic examination, has resulted in a significant increase in examinations and speedy conclusions, often while offenders are still in custody. From April 2005 to March 2006, over 800 mobile telephone records were examined, compared with 140 outsourced the previous year. This investment has also ensured much reduced waiting times for the turnaround of forensic results from computer examinations.
- Accountability for level 2 performance is through the level 2 TTCG. Performance indicators exist for level 2 officers but have caused some tensions, as the area does not lend itself to robust performance measurement. Level 2 performance outcomes are discussed at the outset of an investigation and may include, for example, taking out targets, asset recovery, intelligence requirements and dismantling of groups.
- The force is providing an incentive to BCUs to conduct more asset recovery by distributing some of the monies recovered to BCUs. There has been a 190% increase in the amount recovered in 2005/06, compared with the previous year. The total value of cash seizures/confiscation orders and section 27 orders was £1.224m in 2005/06, compared with £0.654m in 2004/05.
- The financial crime investigation capability has increased, largely because fraud officers have been trained as accredited financial crime investigators. This has been undertaken in order to supplement existing staff and to enhance the focus on asset recovery and POCA.
- The force actively searches and develops the suspicious activity reports (SARs) database as a method of furthering financial investigations. There are examples of this being used in joint investigations with the RART and local Benefits Agency offices. Operation Windmill is an example of using the SARs database to gather intelligence, which has subsequently effected a recovery of cash amounting to £300,000.

Areas for Improvement

- Organised crime groups are profiled when operations are being developed to target them, but there is no proactive identification or profiling of such groups to map their impact on North Wales.

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- Although there has been an increase in the complement of proactive resources to tackle level 2 criminality, the six detective constables have in fact been abstracted to a category A murder enquiry. The actual numbers involved in tackling level 2 criminality have therefore remained static.
- The witness protection capability within force is co-ordinated by a detective inspector, but this officer has several other areas of responsibility and needs additional support to ensure that an effective service is provided.
- In at least two of the operational divisions, officers were instructed not to put any more intelligence about drug dealing onto the system because they had achieved their annual target for arrests. More intelligence would require more proactivity, which would lead to more arrests and the imposition of a more demanding target for the next performance year. This instruction has now been withdrawn but reflects a worrying aspect of performance culture.
- There are gaps in the knowledge of operational officers with regard to asset recovery, although training is being delivered.

3C Volume Crime Investigation

Grade	Direction of Travel
Excellent	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
3	20	16	4

Contextual Factors

The DCC has overall responsibility for volume crime investigation, and the force has a robust audit and quality assurance process, which is monitored via performance reviews at divisional commander and district inspector levels. The DCC has also been appointed as the programme executive for the professionalising the investigative process (PIP) programme.

Strengths

- The number of offences brought to justice increased by 14%, from 14,346 in 2004/05 to 16,313 in 2005/06. The percentage of offences brought to justice during the same period increased by 11% from 26.7% to 29.6%, above the MSF average of 28%.
- There has been an increase in the total crime detected of 1.1% points, from 41.95% in 2004/05 to 43.05% in 2005/06; the MSF average is 34.13%.
- Although there have been slight decreases over time in detection rates for the majority of volume crime categories, they are still significantly above the MSF averages:
 - The detection rate for domestic burglary reduced by just under 1% point from 37.41% in 2004/05 to 36.54% in 2005/06. However, this is still significantly above the MSF average of 20.64%.
 - The detection rate for violent crime reduced by 3.45% points from 78.28% in 2004/05 to 74.83% in 2005/06, but was significantly above the MSF average of 61.92%.
 - The detection rate for robbery fell by 2.6% points, from 39.33% in 2004/05 to 36.73% in 2005/06, against the MSF average detection rate of 33.49%.
 - The detection rate for vehicle crime fell by almost 1% point, from 19.98% in 2004/05 to 19.12% in 2005/06, but is still well above the MSF average of 13.12%
- The DCC is the ACPO lead for volume crime performance and has implemented robust scrutiny processes to ensure that the force's objectives and targets are met. The DCC chairs the force operations meeting, which holds BCU commanders and

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heads of departments accountable for performance, as well as highlighting good practice in investigating volume crime.

- The force's performance accountability process is replicated on divisions, with district inspectors and detective inspectors subject to weekly performance reviews by the BCU command team. Reviews are robust: areas for improvement are identified and action plans are set to address associated issues.
- Level 1 TTCG meetings are held fortnightly, and these direct resources to districts to assist with tackling volume crime. Information to support the analysis at the TTCG meeting is provided from a number of sources, including local officers, the dedicated source unit and external agencies. The divisional intelligence analysts provide the management team with relevant, up-to-date information on crime types and patterns.
- The PIP programme is overseen by the force's National Centre for Policing Excellence (NCPE) programme implementation team, which was formed to ensure the swift and effective introduction of all new doctrines. A PIP project manager has also been appointed.
- All force targets discussed at level 2 TTCG meetings are subject to financial investigation, and success has been achieved in securing evidence for money-laundering offences.
- An inspector in each BCU has responsibility for the BCU community safety department, and much of their time is dedicated to supporting partnership activities. The departments also have a priority and prolific offender officer, CBM and Communities First co-ordinator, Anti-Social Behaviour Order (ASBO) officers and additional analysts. This provides a co-ordinated approach to volume crime management that is fully integrated with partner organisations via the JAG meetings.
- Evidence exists of comprehensive crime investigation strategies, driven by the NIM processes. For example, investigations into burglary, dwelling and vehicle crime in Eastern Division are owned by a specialist unit known as Operation PACT. Operation PACT targets suspects, initiates proactive operations and develops good practice in investigation by utilising both local and national experiences. Forensic identifications for these priority crime areas are also owned by Operation PACT and managed via a weekly meeting between supervisors and senior crime scene investigators.
- BCUs have robust audit processes that supplement corporate audit programmes driven by the occurrence management units (OMUs). The OMUs review all incidents and crimes and are responsible for quality assurance and compliance with Home Office counting rules.
- Crime recording and management, including compliance with the NCRS, is fully embedded in the operational practices of North Wales Police. This is evidenced by the Audit Commission's national report on crime recording, in which North Wales Police was the only force in England and Wales to receive a Green rating in all aspects of crime-recording standards.

Areas for Improvement

- The force has not identified crime-type champions to take a corporate overview and ownership of specific types of volume crime. Volume crime is the sole responsibility of BCU commanders.
- The force gathers intelligence from a wide range of sources but has not established a SARs database. The force believes that this is adequately catered for and that there is no need to develop another intelligence system.
- No formal process is in place to identify the capacity to redirect resources where reductions in crime have been achieved – for example, in proactive offender management.
- The Home Office's audit of compliance with counting rules in respect of detections gave North Wales an overall grade of Fair. Problems were identified with regard to cautions, reprimands and final warnings, TICs and formal warnings for cannabis. Although the sample size is small, the results of the audit point to a need for awareness raising on Home Office counting rules and tighter supervision of files.

3D Improving Forensic Performance

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
3	16	21	3

Contextual Factors

The force has invested in the provision of scientific support services. There has been an increase in the scientific support budget of £700,000 per annum, which has provided an increase in establishment to meet the demands placed on the scientific support unit. In 2004 the unit moved to new premises with better facilities and equipment.

The force makes good use of mobile data and technological solutions to secure performance improvements. The scientific support management system is linked to the force’s system, providing accurate and timely forensic intelligence. The training facilities are excellent, with use being made of the firearms range. All ranks within the force are trained at key stages of their service.

Strengths

- The DCC is an active champion of forensic issues. He chairs two ACPO forensic working groups, chairs the national scientific support manager’s conference and is on the board of the Council for Registration of Forensic Practitioners.
- An effective performance management regime is focused on continuous improvement and end-to-end processes. A comprehensive performance report is produced every month, which includes key measures of timeliness from crime recorded to crime detected. Detection conversion rates are discussed monthly with command teams at the forensic steering group meeting chaired by the DCC.
- The force is commended for performance achievements against national and MSF averages in many key areas. It currently has the second highest performance nationally for forensic detections per 1,000 burglaries.
- Good use has been made of the scientific work improvement model (SWIM) to inform target setting and to identify and plan action for areas for improvement.
- An annual activity-based costing report is produced for crime scene investigators (CSIs) that includes workplace monitoring every 15 minutes. This demonstrates that efficiency improvements have been made during the past year. The CSI activity-based costing report identified a 14% efficiency saving by evidencing a reduction in the time spent on operational support activity and increased crime activity.

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- The CSIs use mobile data to input information into force systems, thus ensuring that data is put onto the force system (RMS) at the earliest opportunity; the forensic database (Locard) is integrated into the RMS.
- The forensic management strategy has targets covering the key areas of forensic management, including scene attendance, scene recovery, detection, timeliness and individual CSI performance. In addition, there are targets for the chemical treatments laboratory, imaging department, fingerprint bureau and forensic submissions unit. A comprehensive annual scientific support business plan outlines the achievements of the previous year and sets targets for the next performance year.
- A monthly forensic steering group is held as part of the force's operations meeting, chaired by the DCC. This involves representatives from BCU command teams, the Crown Prosecution Service (CPS), the AJD and the CSD to discuss current forensic performance, the latest projects and any issues that affect forensic management.
- The imaging department has generated some income by providing film and digital processing services for other agencies, securing £9,000 from April 2005 to January 2006.
- Comprehensive force policies are accessible via the force's intranet, along with guidance and flowcharts to advise officers on what to look for when attending a scene, taking DNA samples, taking fingerprints, dealing with footwear and making forensic submissions. Police officers are trained to take DNA and fingerprint samples during their probation training.
- All CSIs are managed centrally through the forensic operations manager, and for major crime investigations SIOs are able to draw resources from all three divisions. The CSIs are tasked via the force's command and control system, and there is clarity about the direction and control of crime scene examiners, set out in a scene attendance policy.
- A comprehensive training matrix incorporates forensic training for all ranks within the force, including police staff in relevant roles. The training has specific aims, objectives and bespoke training material and complements the NIM process and force priorities. The use of practical scenarios is a significant aspect of the training, and a variety of scenarios are replicated at the firearms range to ensure that officers are tested in a realistic and challenging environment. Quality control measures are in place to evaluate all sessions.

Area for Improvement

- The condition of recovery garages used to store vehicles for forensic examination needs to be improved, as this is currently hampering performance at theft of motor vehicle scenes.

3E Criminal Justice Processes

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	15	27	1

Contextual Factors

The Chief Constable sits on the local criminal justice board (LCJB) and provides the strategic lead to criminal justice processes. This is enhanced by LCJB working groups attended by representatives from all agencies at appropriate levels. A strong LCJB is able to influence all partners, as demonstrated by the positive offenders brought to justice (OBTJ) figures.

Statutory charging was successfully introduced in 2005. The prosecution team performance management (PTPM) data is utilised to drive up file quality and pre-charge advice performance. This data is discussed at regular meetings between BCU and CPS representatives. Effective trial management is fully utilised, with performance around cracked and ineffective trials continuing to exceed the national average.

North Wales was the first UK force to successfully establish a working (pilot) link between the force’s RMS and the CPS, via the criminal justice information technology (CJIT) exchange, facilitating effective bail and warrant management. The force makes good use of the secure email system, most notably with the magistrates’ courts. The courts inform the police within one day of the issue of a warrant in 93% of cases.

The witness care units are fully resourced, and CPS and police staff work to the national minimum standards. The units are set to deliver on the victim’s code of practice, which is being implemented at an LCJB level rather than by each agency.

The custody provisions incorporate the use of Livescan fingerprint and Viper identification technology. A gap analysis for the safer handling of prisoners doctrine has been completed, and implementation will be on a force and regional basis.

Strengths

- The number of offences brought to justice increased by 14%, from 14,364 in 2004/05 to 16,313 in 2005/06. The percentage of offences brought to justice increased by 11%, from 26.7% in 2004/05 to 29.6% in 2005/06, above the MSF average.
- The force consistently exceeds the national target for inputting arrest/summons and court results data onto the PNC.

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- A detailed management information report is produced for Administration of Justice Department (AJD) processes. File quality and timeliness is monitored through PTPM reports, and this is discussed at quarterly liaison meetings.
- The force has implemented statutory charging, with performance monitored at the PTPM meetings. Performance information relating to statutory charging and decision making is collated and disseminated by the CPS/LCJB performance officer, and this information forms the basis for discussion at quarterly meetings with divisions.
- The force is pursuing opportunities to recover assets in accordance with POCA. There was a 190% increase in the amount recovered in 2005/06 over the previous year. The total value of cash seizures/confiscation orders and section 27 orders was £1.224m in 2005/06, compared with £0.654m in 2004/05.
- The force's ASB strategy, which is embedded within the Dyna Ddigon programme, is led by the ACC, managed by the force ASB manager and supported by the Dyna Ddigon website, which links to the 'Together' initiative. The Dyna Ddigon board ensures strategic and tactical partner–agency engagement, in addition to the overall quantitative and qualitative performance of the ASB strategy at service delivery.
- District inspectors are responsible for bail management and ensure that an effective process is in place that is regularly reviewed. Expired bail dates are also monitored by the LCJB performance officer who reports information to the trails issues sub-group. All suspects on bail are posted onto the electronic custody whiteboard within the RMS.
- Two dedicated witness liaison units, established as part of the 'No Witness No Justice' initiative, cover the North Wales Force area, with either police or CPS staff providing a single point of contact for witnesses and victims. The units address availability, transportation and court visits and keep victims informed of progress and the outcome of cases. Victims and witnesses are also kept informed of 'guilty final hearing', 'guilty adjourned' and 'no plea entered' cases.
- Custody areas are equipped with Viper identification and Livescan fingerprint technology. A state-of-the-art custody block at St Asaph services the Central Division.
- The Police Authority is fully engaged with criminal justice issues through the LCJB panel, which meets quarterly. The panel is chaired by a magistrate, and the Chief Constable attends all meetings. It provides a direct link to the magistrates (rather than Her Majesty's Courts Service).
- The force makes good use of IT, utilising case-building units to maximise multi-skilling, increase efficiency and free up officer time. Efficiencies can also be realised for other agencies through the RMS/COMPASS interface.
- There are effective technological links between agencies, such as secure email and Xhibit. This speeds up case management, ensuring that information is received in a timely manner and acted upon. Examples include warrants, court resulting and bail conditions received by secure email from the magistrates' courts, and the use of Xhibit to check results and ensure that the PNC records are comprehensive and up to date.

Work in Progress

- Although the force has a strategy relating to children and young people that recognises the importance of partnership working, there is no written multi-agency strategy currently in place. A draft document, encompassing a written commitment by all parties, has been taken to the community safety partnership (CSP) chief officer group and is the subject of consultation with children’s and young person’s framework partnerships.
- Analysis of the PTPM data has highlighted concerns around the MG3s (CPS decision making form). Each division has written an action plan to address these issues, which need to be monitored.
- A gap analysis has been conducted as part of the implementation of the victims code of practice to identify where the force can further improve the service. The force is working with other agencies to develop a process that will exceed the expectations of victims.

GOOD PRACTICE

<p>TITLE: Treatment of persons in North Wales Police custody suites– ‘near misses’.</p>
<p>PROBLEM</p> <p>North Wales Police has five custody suites based at Wrexham, Mold, St Asaph, Caernarfon and Holyhead. During 2005, 27,883 prisoners were dealt with at these suites. Dealing appropriately with people who come into custody is a key element in building community confidence, ensuring the successful outcome to the investigation of crime, engaging support in building safer, more secure neighbourhoods and promoting a safer working environment for staff.</p> <p>People who come into custody or police contact often do so with physical or mental vulnerabilities or both. These are often problems around alcohol or drugs-related abuse or misuse. The police service often provides the gateway to healthcare services for those who come into custody.</p>
<p>SOLUTION</p> <p>North Wales Police has taken the lead in putting in place procedures to manage ‘near miss’ or ‘adverse incident’ incidents which are; <i>Any incident which, if allowed to continue to its ultimate conclusion, would have resulted in the death, serious injury or harm to any person.</i> Following a ‘near miss’ or ‘adverse incident’ police officers or police staff are debriefed and an investigation is conducted by Professional Standards. Learning points after the incident is reported may include:</p> <ul style="list-style-type: none"> • Non-compliance with procedures; • Design modifications in relation to buildings, fixtures, fittings, facilities or equipment; • The need for new procedures to rectify problems; • Detainee behaviour not been previously encountered by custody staff,

including use of substances, materials or implements.

OUTCOME(S)

The 'near miss' report is co-ordinated in a central database at Professional Standards Department (PSD) from where the learning is disseminated. Fast time learning which emerges immediately is disseminated to the custody suites and departments who have responsibility for custody matters. Learning which emerges over time from a pattern of incidents is published with North Wales Police through a 'Lessons Learnt Bulletin' which is available on the force intranet. A matrix of all incidents across the three BCUs are passed on a regular basis to the command teams to ensure that they have the global view, and the emphasis is on developing improved practice. PSD is represented on the force custody managers meetings, where 'near misses are shared and fed in to training and policy.

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4 Promoting Safety (Domain 3)

4A Reducing Anti-Social Behaviour (ASB)

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	8	35	0

Contextual Factors

The force’s approach in tackling ASB has been managed by a long-term initiative, Dyna Ddigon (‘That’s Enough’), supported by a robust performance management regime. This initiative has had a direct impact on reducing ASB and has become an example of good practice that other forces are starting to follow.

The CSP JAGs provide focus and drive for the local management of ASB and utilise information sharing and joint tasking to support ASB reduction. The force’s schools liaison officer programme has delivered sessions at key stages 2 and 3, including ‘Actions and Consequences of ASB’, to 154,000 children in support of the personal and social education framework specifically targeting ASB.

Strengths

- Offences of criminal damage fell by 5%, from 22.24 offences per 1,000 population in 2004/05 to 21.24 offences per 1,000 population in 2005/06.
- The force’s ASB strategy is embedded within the Dyna Ddigon programme and is led by the ACC, managed by the force ASB manager and supported by the Dyna Ddigon website, which links to the ‘Together’ initiative. The Dyna Ddigon board ensures strategic and tactical partner–agency engagement, in addition to the overall quantitative and qualitative performance of ASB at service delivery.
- The Dyna Ddigon intranet site has direct links to the ‘Together’ campaign and the Home Office Crime Reduction and Community Engagement sites. This provides current national and local guidance for the management of ASB and the tools available at tactical and operational levels.
- ASB tactical advice is available from the force ASB manager, who provides material and advice from the ‘Together’ website. This information is made available on the Dyna Ddigon website, making it accessible to patrol staff.
- Initial training in dealing with ASB and ASB crime management forms part of the new in-force initial probationer learning and development programme, which includes four-day attachments to local CBMs.

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- Signal crime, signal disorder and associated issues are priorities for the force, and it has conducted research to identify the particular problems facing communities.
- The holistic management and implementation of the neighbourhood policing programme and Dyna Ddigon has been achieved through the use of an internally developed web-based project management tool, the MATRIX. The MATRIX also contains the community action plans and other elements, including:
 - a graphic facility, to manage the implementation of the neighbourhood policing teams;
 - identification of the infrastructure requirements to support the teams and the policing of an area;
 - monitoring of community engagement;
 - an electronic facility to record ward action plans and ward profiles;
 - the community contact database, to manage key individual networks;
 - management information and reports for supervisors and managers; and
 - training plans for CBMs, PCSOs, special constables and volunteers.
- There is evidence of successful use of dispersal powers and crack house closures, and, with partners, the force has made progress in tackling ASB – for example, the introduction of a ‘final warning scheme’ for nuisance tenants.
- An incremental response to tackling the range of ASBs is evident, with a blend of measures to provide a proportionate response. Each BCU works with statutory and voluntary partners under the CSPs and JAGs whereby a balanced response ensures that equal weight is given to support and sanction.
- Relations with CPS ASB specialists are good, and there is consistent application of ASB tools and powers. CPS representation on the Dyna Ddigon board, the multi-agency ASB group and the all-Wales ASB forum ensures that this relationship is maintained. The CPS also assists in the training and development of staff.
- The force has introduced an ASB ‘yellow card’ warning scheme for perpetrators of low-level ASB. It is used robustly throughout the force, providing an instant warning and a wealth of intelligence for level 1 and 2 assessments. So far 3,828 individuals have been ‘yellow carded’ and 1,073 follow-up letters sent to homes. Some 80% of those issued with a yellow card have not re-offended within the six month period; as a result of diversionary measures, only 0.2% of those yellow carded are subject to ASBOs.
- Some 104 acceptable behaviour contracts and 140 ASBOs have been secured; failed applications have reduced by 10% in 12 months. There has been increased focus on the use of penalty notices for disorder, the number of which has risen to 4,147 issued over the last 12 months, 13% of them issued to juveniles.
- A schools liaison officer programme has delivered key stage 2/3 sessions, including the ASB ‘actions and consequences’ session, to 154,000 children in support of the personal and social education curriculum.

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- The CSP JAGs are now a robust and focused driver in the local management of ASB, utilising information sharing and joint tasking in support of ASB reduction.
- North Wales Police has been recognised by the Police and Crime Standards Directorate as one of two forces to have most reduced incidents of criminal damage, against the national trend.

Areas for Improvement

- British Crime Survey data reveals that, despite the force's consistent efforts to tackle ASB robustly, the percentage of respondents in North Wales who perceive ASB to be a problem is higher than the MSF average: 11.8%, compared with 10.9%.
- A dedicated media officer specifically for the Dyna Ddigon programme engages with the media to promote success stories and reassure the public. However, there is a need to create a force-wide media protocol to publicise ASB operations at tactical level, and to ensure that the force provides feedback to the community on success stories.
- Although ASB training is provided to probationary staff under the new initial probationer learning and development programme, it needs to be consolidated for CBMs, supervisors and the extended police family.
- The force needs to ensure that ASB and community intelligence being fed into force and BCU intelligence systems is managed effectively and is available to patrol officers.

4B Protecting Vulnerable People

Grade	Direction of Travel
Fair	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
8	32	3	0

National Position

This framework replaces two frameworks used in 2005 – Reducing and Investigating Hate Crime, and Crimes against Vulnerable Victims – which covered hate crimes (predominantly racially motivated), domestic violence and child protection. Following consultation with practitioners and ACPO leads, a single framework was introduced for 2006 with four components: domestic violence; child protection; the management of dangerous and sex offenders; and vulnerable missing persons. Hate crime is captured in framework 1A. It is therefore inappropriate to compare this framework with last year’s results; the direction of travel reflects HMIC’s judgements about changes in domestic violence and child protection, and the work that forces could evidence in the other two areas, for example that they had improved their structures, processes and resources.

The four areas are discrete but share a common theme – they deal with vulnerable victims where there is a high risk that an incident can quickly become critical, and where a poor police response is both life-threatening and poses severe reputational risks for the force. For this reason, the grade is an overall grade capped at the level of the weakest area of performance. Aggregating four components to a Fair grade – which is defined as being an acceptable level of service – when HMIC (and in many cases forces themselves) recognises that at least one area merits a Poor would be unsafe.

Contextual Factors

This does not mean that other areas arouse similar concern; in the case of North Wales Police, HMIC commends the efforts made to tackle child abuse, domestic violence and missing persons promptly and effectively. However, the administrative burden placed on staff is delaying or preventing essential work being carried out – eg, visits to sex offenders. In addition, there needs to be more awareness and involvement of senior managers within BCUs in MAPPA work.

For these reasons, an overall grade of Fair is considered appropriate.

Strengths

Child Abuse

- The NICHE record management system is used to record details and assist with the management of public protection business (specifically, child protection, domestic abuse and vulnerable adults). It is an integrated IT system for command and control/occurrence, crime, intelligence and custody processes with single key searching – it links suspects addresses with reported incidents. This enables a ‘cradle to grave’ approach in information and investigation management, from incident reporting through to case disposal.
- The force’s child protection referral form has been revised to reflect the ACPO guidance on the investigation of child abuse and safeguarding children. The form now acts as a public protection referral form to include children, vulnerable adults and domestic violence victims in one document, and includes risk indicators to assist officers with assessment and help prevent further abuse. It specifically requires officers to assess the risk posed to the child, and in high-risk cases they are required to consider invoking their powers to take out a police protection order. The form provides source data to the IT department and acts as a referral form for partner agencies.
- BCU commanders are accountable for investigations into child abuse, domestic violence and sex/dangerous offenders, and performance is reviewed at the force operations meeting, chaired by the DCC. BCU public protection units are managed by a detective inspector and a detective sergeant. The IT system facilitates audit and dip sampling of public protection data, a function carried out by a detective inspector in each BCU who is the dedicated manager of public protection work.
- A child protection policy is in place and is subject to annual review. It sets out clear lines of strategic and operational responsibility and procedures for reporting, responding to and investigating child abuse incidents. The policy is circulated on the force’s intranet document library and is accessible to all staff by single-user log-on. Up-to-date ACPO and Welsh Assembly guidance is also located under the child protection folder.

Domestic Violence

- Multi-agency police protection arrangement (MAPPA) meetings and multi-agency risk assessment committees (MARACs) are in place for sex and dangerous offender cases, and they have recently been introduced for domestic abuse cases. There is good inter-agency working in all public protection business, with audit sub-groups in place to monitor joint performance.
- The ACC is the ACPO lead and is directly involved in driving forward all aspects of domestic violence performance. He personally dip samples cases and chairs the doctrine implementation board.
- The current reporting requirements include the total numbers of domestic crimes and non-crimes reported, those with a power of arrest (to be amended for 2006/07), numbers of arrests, the types of domestic offences detected, and data on alcohol and drug use in domestic incidents. This data is published for both force and divisional areas and is subject to monitoring and challenge by ACPO officers. The force also collects data on successful domestic abuse prosecutions, which is provided by CPS.

Public Protection

- In two BCUs, monitoring officers are based in intelligence units supervised by a detective sergeant and detective inspector. In Central Division, the monitoring officers are co-located in the family protection team's office and supervised by the sergeant and inspector for the family protection team. All sergeants are experienced investigators, and the inspectors are accredited SIOs. All BCUs demonstrate effective communication between all the specialist officers. Vulnerable adult co-ordinators have been appointed and are co-located with public protection units at HQ and in Eastern BCU.
- Visits to registered sex offenders are made by the sex offender liaison officers, in accordance with the MAPPA guidance. Overdue visits, annual registrations and risk assessments for sex offenders are all monitored by the public protection co-ordinator using the database of the Violent and Sex Offenders Register (ViSOR).

Missing Persons

- Missing person case management IT provides automated email flagging for managers to undertake timed reviews, which are considered best practice by the NCPE. Reviews must be undertaken by an inspector at 12-hourly intervals; each incident is flagged to command teams at 72 hours and to an SIO at seven days.
- North Wales Police has a missing from home policy that contains guidance on the recording process, risk assessment and supervisory responsibility, and it is available to all staff via the document library on the force intranet. The document is currently being rewritten to accommodate actions from the NCPE guidance document.
- Missing persons management is included within the NIM process, and a recent analysis of the problem of missing person cases was undertaken by the force's analysis and research section. The product of this research will, hopefully, be used to reduce the number of repeat missing person incidents and aid understanding of the connection between vulnerable missing persons and their involvement as victims or perpetrators of crime and disorder. It is also being shared with partner agencies to complement the existing joint protocols on children and young people missing from care.

Areas for Improvement

- There is no force policy or structured training programme for officers involved in public protection work. While it is seen as preferable that child protection officers are detective trained, there is no requirement for them to have attended the initial crime investigation development programme. (It is, however, a requirement that all officers are 'joint investigation' trained and 'achieving best evidence' trained.)
- Only limited administrative support is available for staff in the public protection units, which is creating problems due to the burden of inputting data onto the RMS. This causes problems in, for example, police checks not being done promptly for social services where children are housed away from parents. The administrative burden also restricts the capacity of sex offender officers to conduct visits. In Central Division, child protection unit officers have to act as office manager for one day a week to deal with incoming phone calls and fax messages.

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- No formal performance management process is in place for public protection units. Management information is available from the RMS and is provided by the Management Information Unit on request, but it is kept within the individual unit.
- The force recognises that more work needs to be done to improve recognition of vulnerable and intimidated witnesses; a joint project with the CPS will commence in March 2006 that links into PIP implementation.
- Senior operations managers in BCUs need to demonstrate greater awareness of, and engagement with, MAPPA issues.
- Vulnerable adult co-ordinators are in place in only two out of four public protection teams.
- The detective superintendent (head of public protection) attends the MAPPA strategic board meetings, but national guidance suggests that the force representative should be an officer of at least chief superintendent rank.
- Staffing levels within public protection units are determined by divisional command teams, but there is no corporate template or rationale for deciding how many officers or staff there should be. As a result, some units could be overstretched without ACPO being aware of the fact.

5 Providing Assistance (Domain 4)

5A Contact Management

Grade	Direction of Travel
Excellent	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
1	18	20	4

Contextual Factors

The last year (2005/06) has been a period of significant change for OCD, notably the migration of staff into a single location and development of the new infrastructure to support smarter working practices. Inevitable staffing issues have arisen, but these have been positively managed through comprehensive plans for rostering, absence management and recruitment.

The migration to a centralised facility has taken a significant amount of management time. Focus on training and managing staff abstractions has been centred on the new technology and re-engineering of business processes, which will be followed by an emphasis on quality of service, customer care and maximising individuals' performance. A bespoke contact management customer satisfaction survey is now under way to examine specific feedback.

Strengths

Performance Indicators

- The Operational Communications Division (OCD) has a robust performance monitoring regime and delivers consistently improving results, despite a period of significant change. The target for answering 999 calls in 10 seconds is 91%, and in 2005/06 the force achieved 93%. This is an increase in performance compared with 2004/05 (91.5%) and is above the MSF average of 90%.
- Improvements in non-emergency calls answered - abandonment rates, average speed to answer and customer satisfaction (with time taken to answer and response to call) have been delivered over the last three years.

Customers

- Customer satisfaction and feedback are embedded in divisional strategy and performance indicators. They are central to service delivery and ongoing staff development, with constructive feedback, analysis and recognition being given in appropriate cases. In cases of poor performance and low quality of service, staff improvement plans have been negotiated and incorporated in PDRs.

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- A bespoke contact management customer satisfaction survey has been undertaken to collate customer satisfaction levels and verbal feedback on the services provided. This is produced and reviewed monthly, and customers' comments, both positive and negative, can (where permission is granted) be tracked to the original event for further action, eg to follow it up with the customer, identify organisational business process issues, highlight performance of individuals through the PDR process and assist in further developing individual training needs.
- OCD has developed a 'managing feedback' protocol that clearly documents how it manages all sources of customer feedback, including complaints, questionnaires and survey results. The chief inspector (operations) is the focal point for customer feedback, with clear accountability to ensure that root causes of complaints and negative feedback are understood and that necessary action is taken to avoid repetition and increase customer satisfaction.
- A comprehensive consultation strategy ensures that a wide range of customer groups are consulted and their needs understood. Such groups have included a diversity and disability forum, a group from the travelling community and a group of deaf people. OCD has wide representation within force consultation forums and undertakes regular meetings with local community groups.
- Mechanisms exist to inform customers of the services provided and the ways in which they can access them. OCD is responsible for development of the force's website and is continually improving access to information and services. For example, customers can obtain contact details for their community policing teams via a search facility; victims of hate crimes can report via the web or a web chat with the Chief Constable. Divisional plans are documented in the e-policing strategy. The force also distributes a quarterly newspaper, *Y Glas*, to all households, which provides information on policing initiatives and activity.

Culture

- OCD now has a strong identity; executive support and leadership is provided by the ACC and the chair of the Police Authority. Considerable investment in the new communications centre and infrastructure demonstrates senior management commitment to the business. OCD is viewed as a fundamental part of service delivery and is taking the lead on developing the force's approach to its quality of service and customer care initiatives.
- OCD has representation at regularly held force forums such as the business managers forum, the Welsh language board and the executive users group, which ensures that its performance and activity are integrated and visible. Contact management appears on ACPO-led agendas such as those of the quality of service group and the diversity group as well as force operations and chief officer group monthly meetings.
- All BCU command teams have engaged positively in the contact management steering group, which is attended by chief inspectors (operations) and equivalents. This is a forum to develop cross-departmental initiatives to ensure a clear, consistent and corporate approach, eg redeveloping the force's incident grading and attendance policy.
- The structure of the contact centre incorporates dedicated support functions for call centre management, including systems administration and policy management; day-to-day operations management; performance analysis, including customer satisfaction

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and quality of service; a resource management and planning team and a training and mentoring team; and HR and business support, together with a project team to deliver objectives of the SNEN, Tri-Service and Airwave.

Strategy

- The OCD strategy has been developed from the recommendations in HMIC's thematic report *First Contact* and the national call handling guidelines. There are nine key elements of the strategy, including demand management, which have been summarised and communicated to all staff, together with the divisional vision, mission, values, objectives, enablers and priorities.
- OCD uses time and attendance and rostering software, based on minimum staffing levels, to predict potential shortfalls, which are then managed by a dedicated team within OCD. Historical call performance trends (volume, performance levels, abandonment rates, speed of answer and talk time) are used to predict future demand, and variables include seasonality peaks, days of the week and hours of the day. The command team uses this information to inform rota staffing levels and supervisory decisions.
- Demand management initiatives target persistent callers to reduce the demand on OCD and BCU resources. Identification of hotspots through various mechanisms enables the force either to put in place measures to eradicate nuisance calls or to target the most appropriate resource to manage the problem.
- Robust and tested disaster recovery and business continuity plans are in place that cover scenarios of emergency response, crisis management and business recovery. The business recovery and continuity plans have recently been revised, using external business consultants for expert advice.

Human Resources

- OCD has a costed HR plan with objectives that are linked to the force's HR strategy. There is a high level of involvement of force HR specialists, eg the force medical adviser, occupational health, counselling and welfare. The OCD business and HR manager is a member of the force's HR and fair management group, the training development and performance group and the health and safety performance group, which are all chaired by chief officers.

Training, Skills and Education

- A key element of the divisional strategy is staff engagement, which focuses on career development, attainment of formal qualifications, etc. OCD has a dedicated training and mentoring team. The mentors' effectiveness is formally evaluated through a combination of completion of competency assessments on the staff and assessments by the lead trainer.
- Development planning is linked to organisational succession planning. For example, through the PDR process, action plans are in place for police officers to develop their skills for promotion. The divisional command team supports this by providing acting opportunities to develop skills in the working environment. There is a similar process for police staff and evidence of promotion from communications operator to supervisor.

Technology

- The intergraph computer-aided dispatch (iCAD) system uses caller line identification technology, auto-populating the caller detail fields when such information is available. Many National Standards for Incident Reporting (NSIR) event types are exported to the RMS system via an interface, which then auto-populates the corresponding fields. A quick master file search is then completed to ascertain whether the data is already held. This reduces the amount of double keying that is required, while also enabling the operator to identify and interrogate all the information that is held.

Management Information

- At the divisional level a broad range of quantitative and qualitative performance measures are used in decision making, such as call trends, staffing levels, customer satisfaction and quality of service. Through the management performance review structure there is clear accountability and ownership of performance at command team and day-to-day operational management levels.
- The integrated communications control system (ICCS) has been designed to give supervisors easy access to real-time call management information such as operator availability, call volumes and queues, and current performance for the shift and for the day. This allows greater flexibility to manage resources according to demand.
- The iCAD system is interrogated for performance data on dispatch times, covering both the time taken to dispatch a resource and the time taken for the officers to arrive. Where target times are not met, the incidents are analysed in conjunction with the relevant district inspector or command team member. Processes and protocols are then amended to ensure that performance is improved, eg using CBMs as a first deployment option when certain criteria are met.

Areas for Improvement

- An action plan is in place to embed customer satisfaction levels and quality of service into individual objectives at supervisory level, through implementation of an enhanced monthly performance review process. Further work is required to embed these into non-supervisory staff PDR objectives.
- Funding has been secured to deliver enhanced customer service training in the form of a train-the-trainer package for operational communications staff. This will need to be closely monitored and measures need to be put in place to assess its success and impact on performance.
- OCD aims to conduct exit interviews for all staff who leave, but the actual response is poor. Measures are in place to establish a more simplified method of encouraging staff to complete the process.

5B Providing Specialist Operational Support

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	23	19	1

Contextual Factors

This framework covers the provision of specialist operational support within the service but with particular emphasis on firearms. A key area for forces is compliance with the Home Office Code of Practice on the police use of firearms and less lethal weapons. HMIC is working closely with the National Centre for Policing Excellence (NCPE) which addresses all aspects of firearms training provision by forces and their compliance with the code.

North Wales Police has demonstrated improvements in this area of police work and has a good level of competence in dealing with firearms incidents. The force has developed a nationally recognised capability in method of entry techniques and is frequently asked to provide assistance to other forces. The firearms training facilities are excellent and are an indication of how determined the force is to provide a first class firearm capability. Other specialist support – eg, air operations, marine units, mounted sections and dog units are also assessed as part of this framework.

The framework also looks at the ability of the force to plan for and respond to public order incidents. It assesses the force capability in gathering intelligence and the arrangements in place with outside partners/agencies/neighbouring forces to share intelligence to ensure that emerging threats of spontaneous or pre-planned public order incidents are identified, prevented or resolved with minimal impact.

Finally, the framework assesses the capability of the force to ensure that there are adequate and effective planning arrangements in place to respond to civil contingencies and emergencies.

Strengths

Firearms

- An action plan has been agreed by the DCC (the force’s lead on firearms) and NCPE. This is the driver for continuous improvement to existing practices and procedures in line with the code of practice, and task/sub-tasks have been identified in to deliver the action plan.
- The force has arrangements in place to respond to incidents in a co-ordinated way, with incident managers (inspectors) on duty to provide immediate command 24/7. They are supported by two silver commanders (nationally trained and accredited

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firearms commanders) at superintendent and chief inspector rank (on duty 24 hours a day). Accredited SIOs (inspectors) are on duty 24/7, providing additional night and weekend cover, supported by a detective superintendent or chief inspector SIO and an ACPO officer on call with unrestricted access.

- The force has ten nationally trained and eight regionally trained negotiators who are available on call 24/7 via the force communications centre.
- The ACC represents the force at ACPO meetings on police use of firearms and is the national lead officer for the explosives method of entry group. He has attended the gold commanders course and, to maintain his awareness and capability, has been an ACPO player in national exercises such as Northern Synergy. He is also to take part in the forthcoming Oyster Catcher exercise in South Wales.
- An effective, NIM-compliant mechanism is used to allocate resources to predicted level 2 demand. The senior analyst (CSD) is responsible for collating and analysing data from iCAD, RMS and other intelligence submissions from BCUs on a daily basis. This information is used to produce a bi-monthly problem profile on the criminal use of firearms and bladed weapons, which underpins codes compliance in relation to a specific threat and risk assessment and supplements the force's firearms risk and threat assessment. This is used to inform the decision-making process with regards to the number of conflict management vehicles (armed response) deployed per 24 hours, areas of deployment/resilience of authorised firearms officers, availability of officers who command and control such incidents, and availability of and access to specialist skills such as a tactical adviser.
- The OSD has its own intelligence unit with field intelligence officers (FIOs) to develop NIM products in the areas of conflict management (firearms response), roads policing and public order. This is an area that the OSD command views as the future for increasing focus on performance delivery, and the whole area of performance management is to be driven through the chief inspector performance manager.
- The introduction of a conflict management unit (armed response unit) has significantly improved the availability of officers who have necessary skills, abilities and equipment to deal effectively with situations of serious conflict and spontaneous firearms incidents. To meet the requirements of the ACPO manual of guidance the officers are well trained, are provided with state-of-the-art equipment and have some of the best training facilities in the UK.
- The conflict management unit offers flexibility to commanders when dealing with a range of occurrences of serious conflict or firearms incidents, with officers having instant access to conventional weaponry and a wide range of personal issue of less lethal options. Additional specialist but less lethal support is also available.
- In addition to a number of general police dogs, there is ready access to six handler-controlled dogs (passive attack dogs). A course is planned for November 2006 to train a further three handlers.
- A comprehensive weekly analysis and risk assessment of harm indicators is completed by the force senior analyst and is circulated under the name of Operation Element. It is based on the collection of intelligence from internal and external sources and is used to drive activity. The assessment includes all areas of risk associated with migrant workers, the Muslim community, the travelling community and Welsh language issues. It not only focuses on current identified tensions but predicts what issues may arise in

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the future.

- The introduction of the Chronicle database (installed in August 2005) has significantly improved the standards of record keeping of firearms training, including officers trained in command and control. The database also records debrief issues, together with some operational activity. Records now contain an accurate audit trail of all training linked to modules and units completed, and chief firearms instructors can interrogate records of individuals to establish who has completed certain training in accordance with the weekly, monthly or annual training programme. A policy covering record-keeping, security requirements, weeding, etc is in place.
- Training has been delivered to a number of ambulance staff bronze commanders to increase their awareness of critical incident management when deploying to relevant incidents. Ambulance bronze commanders are despatched automatically to all critical incidents, and guidance will encourage standardisation of their response, thus improving co-operation during deployment. The force is also involved in joint training with the mountain rescue service, Her Majesty's Coastguard, the Ports Authority, etc.

Public Order

- Public order is identified in the force strategic assessments at both level 1 and level 2, and it appears as a priority within the control strategies. The OSD analyst produces risk/threat assessment of issues associated with the agricultural community for the force operations meeting. This also includes issues associated with the Welsh language, the Kurdish and Polish communities, environmental protests and exports of live animals.
- The force has sufficient resources with the knowledge and training to meet the requirements of the ACPO manual of guidance. It has 17 accredited public order tactical advisers to support the tactical commanders. The force has the capability to respond to an intelligence-led development in community tensions, with a total of nine police support units (PSUs). The force also has two chemical, biological, radiological and nuclear (CBRN) trained and equipped PSU responders, together with five Silver and two Gold CBRN trained commanders.
- Divisional and departmental source units, including Special Branch, submit intelligence in a sanitised form to the RMS system, which is used to develop preventative activity. Information is provided to the national public order intelligence unit on a regular basis, and Eastern Division has a liaison officer with Wrexham AFC, who disseminates intelligence relating to football violence locally and nationally.
- The force has a mutual aid commitment of three PSUs, but to ensure resilience a total of nine units are trained. Deployment is tested in accordance with the force's deployment plan, Operation Assist. North Wales is geographically challenging in terms of calling out staff for public order management. However, due to the numbers trained it is able to meet response requirements within the set timescales.
- A resource management project uses sophisticated software to predict the demand from public disorder, based on pre-planned events or seasonality.
- Formal protocols are in place for mutual aid assistance from other forces in the event of major public disorder incidents. The Operation Assist plan covers requests to neighbouring forces for mutual aid in response to a spontaneous incident.

Civil Contingencies/Emergency Planning

- Four local resilience forums (LRFs) in the North Wales Police area report to the North Wales Resilience Forum, chaired by the Chief Constable. Each LRF has a number of working groups to co-ordinate multi-agency planning and co-operation, and they involve representatives from the police.
- The force has been instrumental in appointing an emergency services civil contingencies co-ordinator for Wales, prior to the Civil Contingencies Act taking effect. This has enabled an agreed emergency planning model structure to be negotiated and implemented in each of the four Welsh resilience forum areas. The model structure clearly sets out the linkages between the national capabilities work being co-ordinated by the Civil Contingencies Secretariat, through to the work being undertaken at the regional level in the Welsh Assembly by the Wales Resilience Forum and the four local resilience forums.
- An exercise co-ordination register is maintained by the joint emergency services partnership team. The use of relevant personnel for each exercise, with a view to training benefits, is adopted whenever possible. Exercises are a mix of table-tops and site awareness visits, especially aimed at those officers working within the area of sites covered by the contingency plans. Multi-agency awareness seminars and training events are organised on a regular basis by the North Wales training group, which operates under the LRF model structure.
- The force is an active participant in the multi-agency planning forums established in the area, including the North Wales risk assessment working group, which is chaired by a local authority emergency planning officer. Hazards and threats are identified and evaluated so that an appropriate response can be planned. In recent months the group has focused its attention on the production of a community risk register (CRR) on behalf of the North Wales Resilience Forum (NWRF) in accordance with the Civil Contingencies Act. The first draft of the CRR was considered by the (NWRF) in September 2005 and published on the North Wales Police website.
- The CRR has been prepared in accordance with guidance published by the Civil Contingencies Secretariat to accompany the Civil Contingencies Act and includes a comprehensive context summary of the North Wales area, as well as detailed individual risk assessments for each of the hazards identified, together with a risk rating.
- Partnership working has been encouraged, with the formation of a multi-agency partnership team, based at North Wales Fire and Rescue Services headquarters, and incorporating a seconded police officer.
- The force works in partnership with all the category 1 and 2 responders in North Wales through the model structure implemented in Wales under the Civil Contingencies Act. A number of task groups have been established that meet on a regular basis, enabling a free flow of information (including sensitive information) between organisations to inform the emergency planning process. A consultation process is carried out with partners relevant to the identified risk. During this consultation process each organisation identifies its roles and responsibilities to assist in the co-ordinated response in tackling the emergency.

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- The force's operational planning department maintains a database of 38 generic and specific contingency plans, which are monitored and reviewed on a regular basis using a colour coding system. The force's operational plans fully reflect recent intelligence and information and are used to identify common themes and threats. The operational planning team – an inspector and two constables – have a proven record of reviewing, maintaining and exercising the plans over the past five years. These plans are developed with other partner agencies, and the force regularly conducts exercises of major incident plans, eg the national flood plan, Trawsfynydd Nuclear Power Station, Wylfa Nuclear Power Station and the CBRN response plan.
- The force has a number of published emergency plans for known hazard areas and maintains a generic major emergency procedure manual. These plans are developed with partner agencies, and there is a structured programme of exercises to test procedures. The emergency plans are reviewed on a regular basis through an audited, colour-coded system. The ACC chairs a security group meeting each month to identify any emerging issues.
- Procedures and protocols are in place for use of voluntary organisations in the event of a major incident.

Areas for Improvement

- The force is in the process of identifying how joint contingency plans can be developed with partner organisations. As an example, contingency planning in conjunction with the Health Authority is nearing completion, and this will include specialist units where the welfare of special population groups is managed.
- North Wales Police is in the process of reviewing and amending all its firearms-related policies to reflect the changes demanded by the implementation of the Firearms Codes of Practice. It is considering developing a restricted firearms intranet site to improve immediate access to information, policies, standard operating procedures and risk assessments for operatives and commanders.
- Effective links have been made with North Wales Ambulance in the provision of training for their staff, but this could be further consolidated and expanded to include protocols in other areas of joint working.
- The OSD's intelligence unit is providing quality products, but this is an area of continuing development, and future financial constraints could result in reduced staffing and a limited service.

5C Strategic Roads Policing

Grade	Direction of Travel
Excellent	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	7	33	3

Contextual Factors

The specialist roads policing function has been separated from the firearms response, which has resulted in a more focused role that is defined by strategy determined by national and local priorities.

The roads policing unit has a clearly defined line of command through to the DCC. Road casualty reduction is a force priority within its control strategy and the OSD’s control strategy. Having pursued this approach through the application of NIM and challenging performance reviews, the force has produced impressive reduction figures.

Although the NIM process is fully integrated with the roads policing function and links to the overall force strategy, the challenges ahead are to improve the intelligence capability, which will drive development of the roads policing strategy, tasking and performance monitoring. OSD has a robust TTCG process each month, ensuring that resources are deployed to maximise opportunities in respect of achieving improved performance.

Enforcement and educational initiatives are fundamental to the roads policing strategy, and the force is supported by partnerships such as the safety camera partnership, the North Wales Road Safety Group and local authority casualty reduction groups for their expertise in engineering and education.

The North Wales BikeSafe initiative, which is driven by the police, has a good reputation for being innovative and effective. The research and analysis of fatal motorcycle collisions has produced a detailed profile that enables the force to identify specific days and locations where motorcyclists are at most risk. This has resulted in a reduction in motorcyclist casualties and is regarded as good practice.

Strengths

- There has been a 33% reduction in the number of fatal and serious collisions, from 330 in 2004/05 to 218 in 2005/06.
- The Department for Transport’s target for casualty reduction is 40% by 2010. North Wales Police had achieved a 65% reduction by September 2005, which places it top in England and Wales in respect of reduction in the number killed or seriously injured

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(KSI).

- The OSD’s control strategy specifically highlights “denying criminals the use of the roads” as a priority. It identifies the link between disqualified driving and criminality: in 2005/06, 292 offenders were arrested for driving while disqualified.
- The NIM is used to drive operational activity in the OSD. The department has its own field intelligence officers and analysts who analyse crime and collision data and produce a full range of NIM products to inform the department’s tasking process. Examples of where the roads policing team has been involved in activity to reduce or detect crime include cash in transit robberies, supply of controlled drugs, etc.
- The force makes extensive use of automatic number plate recognition (ANPR) technology and has a dedicated intercept team based within the OSD. Two of the BCUs also have an ANPR capability within their crime cars. The dedicated ANPR team made over 450 arrests during 2005, and it is linked and deployed to the BCUs through the NIM level 2 tasking process.
- The force is at the forefront of technological developments. Examples of investment to support roads policing include:
 - ANPR static sites along main trunk roads;
 - night vision cameras for camera safety partnerships;
 - Pro laser 3 – a hand-held laser speed detection device; and
 - camera equipment and hard disk for recording, linked to an ANPR system, in all new patrol vehicles and retro-fitted in all existing vehicles.
- To support the demands of the road deaths investigation manual (RDIM), the force has invested heavily in the collision investigation unit – in training, in state-of-the-art equipment and in technology – to enable delivery of the highest-quality investigations into collisions.
- The roads policing unit’s intelligence officer has access to the commercial vehicle intelligence database, which has recently been installed on the force server and is available to all officers through the OSD intranet site.
- Comprehensive problem profiles are used to identify where and when resources should be deployed, and tasking meetings are held to direct resources to priority areas, one example being motorcycle casualty reduction during summer months.
- Through detailed analysis of motorcycle collisions, the force has built up a detailed profile of when and where collisions occur and who are the most likely to become casualties. Known as Operation Focus, the profiles identify that such collisions are more likely to occur on a Sunday, between 14.00 and 16.00 hours, when the temperature exceeds 70°F, and involve a male rider between 42 and 48 years old who covers less than 1,200 miles a year on a motorcycle in excess of 1,000 CC and who is negotiating a left-hand bend. This information has been used successfully to target groups of motorcyclists to give advice on safe riding. Such targeting has even involved the force helicopter. As a result, the number of motorcycle casualties reduced by 56% in 2004 and by a further 50% in 2005. This is recognised as an example of effective practice.

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- A robust monthly performance review process is conducted by the chief officer team together with the heads of departments and BCU commanders. The OSD command team holds weekly and monthly performance reviews with roads policing inspectors to ensure that departmental targets are met.
- The Safety Camera Partnership is integrated with the roads policing function and acts as a single point of contact for all public enquiries regarding speed enforcement. Selection of safety camera sites is intelligence driven. Research is carried out to decide on the relative effectiveness of cameras at various locations.
- A cadre of 18 roads policing officers have been trained and are able to perform the duties of family liaison officer (FLO). This provides 24 hour, bilingual FLO availability.
- The force has a cadre of superintendents and chief inspectors available 24 hours a day to deal with critical incidents, including serious and fatal collisions. Cadre officers are required to attend a one-week road death investigation course.
- RDIM training is delivered to specialist CPS lawyers.
- An innovative approach to working with victim support services (VSS) has been developed. Members of VSS attend a one-week training course to gain insight into RDIM and now co-work with FLOs. Agreed handover protocols have been introduced, which allows the force to withdraw resources at an earlier stage while still providing the families with an excellent quality of service.
- The force is fully involved in the diversionary driver improvement scheme and is currently promoting rider improvement schemes at a national level. A North Wales Police initiative involving international co-operation resulted in roads policing officers from Poland working alongside North Wales officers on a night-time operation on the A55 trunk road, targeting illegal foreign freight LGVs making for the Holyhead port.
- The ACPO policy on pursuits has been implemented, and all standard drivers, advanced drivers and control room staff are receiving specialist training.

Areas for Improvement

- Although the force has achieved significant reductions in the number of casualties, the satisfaction rate with collision investigation between January and December 2005 was 82.3%, some 2.3% below the MSF average.
- The force acknowledges that investment in the OSD intelligence unit is required, subject to adequate funding being granted in the devolved budget for the forthcoming financial year.
- There is a need to ensure that the OSD's intelligence-handling capability is fully integrated within force IT systems (RMS) to improve this front-end service to the NIM process. The force is also in the process of introducing FIOs to develop NIM products in each roads policing unit area.

GOOD PRACTICE

TITLE: Operation Debar - *Denying criminals the use of the roads*

PROBLEM

Operation Debar was a joint operation between North Wales Police, the DVLA and the Motor Insurers Information Centre (MIIC). The objective was to seize and crush, where applicable, untaxed vehicles and those vehicles used by uninsured or unlicensed drivers, using DVLA and police statutory powers. The operation was also based on the premise that many such drivers are also engaged in more serious criminality and that such offences act as a useful trigger to uncover these activities.

SOLUTION

The operation ran daily over four weeks and involved 80-100 police/DVLA enforcement staff each day. Each of the 16 police districts was visited at least once and within on district every street was visited. The DVLA staff were constant throughout the operation but the police staff changed each day as they were generally local resources. This meant that, overall, the operation involved over 400 different police officers and staff. Staff from HQ and Divisional non-operational departments were also co-opted to assist. This was the largest operation of its kind in the UK to date and in many ways was a pilot for future operations.

Approach

The operation’s reactive capability was based on DVLA and police ANPR intercept teams covering the main gateways into Wales and volume roads on each district. The system was loaded with various databases, many specially collated, comprising police/DVLA intelligence, untaxed vehicle lists and an MIIC uninsured vehicle extract. In addition, all police staff were encouraged to scour their local areas for potential target vehicles and submit the details on a simple, accessible intranet intelligence database (which ultimately contained 2,300 vehicle entries).

The proactive capability involved intelligence-based targeting. Intelligence data was organised using postcodes so that teams could systematically work streets, checking for the potential targets. Operational support was provided by a logistics and intelligence cell that operated throughout, staffed by the two lead ACPO staff officers and their team. They provided daily briefings, resource organisation, intelligence packs for the proactive teams, a PNC and intelligence-handling capability throughout the day, and a debrief function.

OUTCOME(S)

A total of 1,700 vehicles were seized, of which 1,000 crushed, and 138 arrests made for offences ranging from disqualified driving to deception to drugs supply. A number of

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wanted persons were arrested and stolen property was recovered; additionally, numerous document offences were disclosed. Consequently, the fleet of such vehicles in North Wales was significantly reduced. Although data is still being collected by the DVLA, initial indications are that a 48% increase in Vehicle Excise Licence compliance was a direct result of the operation.

Anecdotally, several post offices ran out of tax discs and in one remote village rarely visited, 15 vehicles were seized from 18 houses. Since so many different police officers and PCSOs were involved in the operation, the skill base of the organisation was dramatically increased in respect of the understanding and use of police seizure powers. The multi-agency approach and joint patrol working of DVLA enforcement officers with police officers also created an environment of mutual learning and synergistic enforcement. The operation had the support of the public and bore tangible results that directly impacted on the criminal use of vehicles.

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6 Resource Use (Domain B)

6A Human Resource Management

Grade	Direction of Travel
Fair	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
2	18	23	0

National Position

The PPAF indicators on sickness and medical retirement continue to be key quantitative measurements of human resource (HR) performance. Increasing significance is being given to the completion of performance development reviews (PDRs) within 60 days of due date. PDRs should be intelligence-driven and link to other HR processes such as promotion and career pathways.

While most forces have conducted some basic workforce planning, this has yet to be extended to all staff, ranks and grades. Workforce planning often concentrates on basic succession planning for key operational police officer posts. Most forces now have a full range of policies to support the work/life balance, often going beyond their legal obligations. The majority of forces need to develop an effective mechanism to manage demand, which ensures that they allocate resources to peak periods. There is limited evidence to show that supervisors and managers have been adequately trained in effective resource management.

Although annual staff satisfaction surveys are common, applying the learning from these surveys, and from employment tribunals, accidents, injuries, complaints and grievances, could be developed further. Much health and safety activity in forces is owned by a handful of key individuals and is rarely integrated fully into day-to-day activity, other than monitoring of accidents, injuries and near-misses. Few forces have accident/injury reduction targets or effective performance management of health and safety activity.

Contextual Factors

The force values of ‘courage, compassion and excellence’ underpin all HR management activity. The well-established ‘ground rules’ recently refreshed and relaunched by the Chief Constable provide practical guidance to all staff.

While the chief officers provide strong strategic leadership, the operational decision making is devolved to divisional and departmental commanders so that decision making is as close as possible to the point of delivery. At a corporate level, central HR support services are provided by the people services group (PSG). HR managers in divisions or departments are functionally accountable to the PSG.

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The HR plan for 2005/06 is agreed with the Police Authority and identifies how the activities, objectives and targets set in the local policing plan are delivered through the performance of people. A challenging programme is planned for the next three years. The HR strategy is responsive to corporate needs and understood by stakeholders. It ensures compliance with the key national drivers, ie People Matters, the Gender Agenda and Breaking Through.

Strengths

- The human resource strategy 2006–09 supports the aims of the North Wales local policing plan 2006/07 and provides strategic direction over the next three years to support the national community safety plan and the North Wales Police strategic plan 2005–08. A costed HR plan incorporates elements contained in People Matters, Gender Agenda and Breaking Through.
- All key HR activity is reported in the corporate health bulletin, a comprehensive performance measurement and management document that identifies trends and performance achieved against targets. Operating on a ‘traffic light system’, it is easily readable and covers all key areas of performance.
- Staff are highly motivated, fully integrated and well trained and developed. Good performance is rewarded and poor performance successfully challenged through the PDR system, which has a high rate of completion among both police officers and police staff.
- The force regularly surveys its staff to monitor perceptions, a recent example being the ‘Well Programme’, which was conducted by an external agency. This survey looked at physical health issues, stress levels and both personal and organisational well-being. It resulted in a confidential report being sent by the agency to all staff; anonymised data was provided and is being evaluated. An internal staff survey was conducted in 2005, and a Unison stress survey has been conducted, together with a cultural audit.

Work in Progress

- Although health and safety near misses are recorded and reviewed at the health, safety and welfare performance group meetings, there is no formal structure to identify lessons learnt and amend policies.
- Devolvement has led appropriately to the majority of HR services being provided at BCU or department level. However, this has resulted in limited corporate control of HR practices or policy implementation – some sections of the organisation do not understand what the PSG does.

Areas for Improvement

- Although the force has a high completion rate of PDRs, more could be done to ensure that personal objectives reflect individuals’ contribution to divisional and force performance.
- Responsibility for health and safety management has been taken away from the PSG and now sits in the estates portfolio. While there are links between health and

safety and estates issues, health and safety management should be an HR-driven process.

- There is no evidence of the PSG driving organisational change through effective strategic HR management.

6B Training, Development and Organisational Learning

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
3	11	27	2

National Position

Learning and development (L&D) is a key driver for forces to improve performance. The requirement is for the right staff to have the right skills in the right place and at the right time in order to achieve or support operational performance.

HMIC has awarded a Good grade where key criteria have been met. Notably, where there is a clear distinction between the role of contractor and client, with the full and sustained involvement of a chief officer and the Police Authority. There should be a single post with accountability for all L&D products and services. Another prerequisite is an L&D strategy which is fully compliant with Home Office guidance and supported by a business plan, an improvement plan and a fully costed ‘planned’ and ‘actual’ delivery plan. Finally, a Good grade reflects robust quality assurance and evaluation processes, with clear evidence that the force is engaged in collaborative activity.

Context

This section summarises the results of improvement activities that have been undertaken since the last inspection. It facilitates an understanding of the context within which such activities have taken place together with an understanding of the outcomes. The force was graded Fair during the 2005 baseline process, and a number of recommendations were made for improvement.

- All elements of the national costing model (NCM) have been used to produce the costed training plan, thus making like-for-like comparison possible across forces.
- The force has developed performance monitoring processes that include the monitoring of the cashable element of training. Actual performance against the costed training plan is reported to the training and development performance group (TDPG) by the training planning co-ordinator.
- The TDPG monitors new course development to ensure that quality assurance (QA) is considered at course design stage. Application of the now embedded policy on trainer continuous professional development and assessment ensures that there is constant checking of product delivery and standards.
- There is an evaluation strategy and plan in place that utilises qualified staff from around the force to undertake level 3 and 4 evaluations. This approach has greater enhanced resource available to undertake evaluations.

Strengths

- The DCC, who has responsibility for operational performance, is chair of the TDPG and provides senior management team leadership in driving forward the L&D agenda and performance.
- The Police Authority is formally and actively engaged in the strategic management of the L&D function. This engagement includes the chair of the Police Authority's HR committee jointly conducting – with the director of finance and resources – a quarterly performance review of delivery of the HR and L&D improvement plan.
- The force operates in a highly devolved structure. Proactive engagement of stakeholders in the development of L&D strategy ensures stakeholder buy-in and ownership.
- The L&D function of the force is actively engaged with management groups in the Wales and North-West regions in the development of the L&D agenda to the mutual benefit of participants and the wider service.
- Best-value initiatives have resulted in restructuring and reorganising of many L&D functions and processes. This includes the purchase of an e-learning software product that enables the delivery of essential training via the recently upgraded force IT network. The business realisation benefits of web-based training delivery are monitored and the subsequent efficiency savings established.

Work in Progress

- Generic staff surveys are undertaken that have been praised by the Home Office's audit and assurance unit. However, there is a need to conduct specific L&D surveys as part of an ongoing process to gauge staff, customer and stakeholder satisfaction with the L&D functions, products and services.
- The establishment of a training community engagement group is a positive development in securing community involvement in aspects of the training cycle. This approach needs to be further enhanced to develop processes to understand how L&D activities are viewed by those communities that are affected by it.
- The effective marketing of the L&D function to the overall organisation would be enhanced through the provision of a comprehensive prospectus of all L&D opportunities.

Areas for Improvement

- Generic staff surveys are undertaken, and these have been praised by the Home Office's audit and assurance unit. However, there is a need to conduct specific L&D surveys as part of an ongoing process to gauge staff, customer and stakeholder satisfaction with the L&D functions, products and services.
- An audit of all L&D should be undertaken to establish the proportion that is delivered by alternative learning methods.

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- The L&D business plan should be further developed to evidence how the content of the plan directly supports specific force objectives.
- The establishment of a training community engagement group is a positive development in securing community involvement in aspects of the training cycle. This approach needs to be further enhanced to develop processes to understand how L&D activities are viewed by those communities that are affected by it.
- In developing an understanding of what the L&D function is achieving in relation to its customers it is essential that customers are categorised or grouped according to their unique requirements.
- The effective marketing of the L&D function to the overall organisation would be enhanced through the provision of a comprehensive prospectus of all L&D opportunities.
- Processes are in place to ensure that at course design stage all new training programmes reflect the integrated competency framework. A review of all existing training programmes should be undertaken to ensure compliance.

GOOD PRACTICE

TITLE: North Wales Police Driver Training

PROBLEM

The new driver training accommodation in St. Asaph has a team of 17 instructors and a fleet of 35 vehicles and yet, less than six years ago such training comprised 2.5 staff and, for non-traffic officers, a 20-minute trip around the block! Today, all recruits undertake a three-week course, all current operational officers have been retrained, and every four years all officers must undertake a one-week refresher course. The Training School also provides courses for external organisations, generating income in excess of £1m per annum, a figure growing rapidly year on year.

SOLUTION

The transformation began when the then DCC, Richard Brunstrom, building on the Lind Report, tasked the Head of Driver Training to provide proper driver training to all new recruits, and to retrain the majority of existing operational officers. An additional six driving instructors were recruited; a new three-week Standard Safe Response course (Centrex-approved) was implemented; a slot for the course in the Probationers Initial Induction period was introduced; the significant task of retraining approximately 900 police officers begun; and improvements were made to Advance Driver Training courses, removing the need for a time-consuming intermediate course. The aim (now achieved) was to deliver the best available training to NWP officers in terms of course content, training accommodation and vehicles.

As for income generation, it soon became apparent that, given student cancellations and ensuring that trainers made the optimum use of a training day, some spare training capacity was released that allowed income generation. With an excellent product and

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professional staff working under the NWP badge, customers were not difficult to attract. A departmental move to Commercial Services helped raise the profile of the unit and put it on a firm business footing, a move recently replicated in other training areas.

OUTCOME(S)

Over 23 organisations, including 12 police forces, have used the Driver Training School. Charges for the mainly residential courses include the cost of quality hotels (worth over £200,000 per annum to the local economy), transportation to and from railway stations/hotels/driving school and the courses - in other words, a complete package. Contracts under discussion will take income during 2006/07 to over £2m, necessitating a further increase in instructors and vehicles, but also a much needed pro rata increase in profit for the force.

Other benefits for the force include additional numbers of high profile vehicles around North Wales (the majority of which sport full Battenberg livery) which complements the force's high visibility approach to policing. The unit also plays an integral part in risk assessing new vehicles for the force to ensure they meet operational needs – training vehicles mirror the operational fleet.

FORCE CONTACT: Phil Thomas, Head of Training Solutions 01745-588990

6C Race and Diversity

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	14	27	2

Contextual Factors

The force has reviewed and restated its mission and values and the ground rules about how staff should behave and treat each another. The values of excellence, courage and compassion underpin the entire approach to diversity issues, both internally and externally. The well-established ground rules, recently refreshed with the assistance of all staff associations and launched by the Chief Constable, provide practical guidance and boundaries for all staff. As well as the six strands of diversity covered by statute or national guidance, North Wales has adopted Welsh language issues as a seventh factor.

The HR and fair management performance group is chaired by the ACC. This group proactively monitors and influences HR performance; it also ratifies policy and responds to emerging race and diversity issues. The force’s diversity training agenda is driven by the training performance group and is chaired by the DCC. All race, equality and diversity training is conducted in line with the responsibilities delineated in the Race Relations (Amendment) Act RRAA.

Strengths

- Chief officers are committed to race and diversity issues across the force, evidenced by the fact that they chair the diversity groups, constantly monitor performance in these areas, have diversity objectives in their personal PDRs and financially support and consult with all staff associations. The Chief Constable leads on Welsh language matters.
- A diversity strategy that details the force’s vision, values and strategic objectives has been implemented, detailing responsibilities at force, divisional / departmental, line manager and individual level and giving a detailed monitoring process. The strategy incorporates each of the seven diversity strands to achieve a diverse and representative workforce. Senior officers champion each of the seven strands, which in turn are driven forward by diversity action teams.
- The RES endorsed by the CRE is legally compliant and published on the force website. Employment monitoring data is published, and policies are impact assessed. Adverse impact is addressed, eg the under-representation of males in the AJD.
- Employment monitoring data is published in the PSG corporate health bulletin, which goes to the performance groups, each chaired by a chief officer. The data is also available on the external North Wales Police website and internally on the Safe

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Communities website and will be published on the PSG website. External consultants have been commissioned to establish why the force was not attracting a sufficient number of Welsh speakers and persons from ethnic minorities as police officer recruits.

- The force's commitment to a bilingual community led to the development of its own bilingual DVD, promoting opportunities within the service, and this has been complemented by an intensive programme of awareness sessions. There has also been a significant commitment to maintaining contact with, and supporting, members of under-represented groups.
- The force has been shortlisted for the Police Review Diversity in Action Award, the Independent Action Group Diversity Consultation Award and the Daily Post's high achievement award for promoting bilingualism at work.
- Race and diversity training is in place for managers/inspectors and supervisors/sergeants. The training covers racism, sexism, disability, identification and challenging inappropriate words or behaviour by management, as well as the creation and maintenance of effective teams and workplaces based on respect and fairness. The diversity training programme for all other staff is nearing completion.

Work in Progress

- The disability equality scheme has been drafted and is currently subject to consultation. Both this and the diversity equality scheme will be incorporated into one equality scheme.
- The full diversity training programme is nearing completion. Policy managers received RRAA-specific training for their role, in conjunction with CRE Wales, which included how to conduct impact assessments. An e-learning package is being developed to support the training, and the Black Police Association has been fully involved in recruiting awareness.
- The force needs to ensure that action teams are properly established to achieve the diversity strategy.

Area for Improvement

- Although BCU commanders have diversity objectives within their PDRs, there is limited accountability for performance in achieving a diverse workforce or changing the culture.

6D Managing Financial and Physical Resources

Grade	Direction of Travel
Excellent	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
1	11	24	7

Contextual Factors

This assessment was based on the force’s self-assessment return and the HMIC’s own findings as well as on a consideration of the police use of resources evaluation (PURE) by the auditor appointed by the Wales Audit Office for this force. Set out below are the appointed auditor’s summarised scores for each theme covered by PURE. Separate, more detailed reports on PURE have also been issued by the appointed auditor.

Work on preparing for force mergers has had a significant impact on the finance department and other support services.

Strengths

- North Wales had a demanding year in 2005/06 in relation to major incidents but kept expenditure to within a relatively minor overspend, and has set a budget for 2006/07 without having to make a significant call on general reserves. The background to this is a regime of robust budget setting and strategic planning.
- The integrated finance/payroll/HR system has dedicated finance systems support and provides real-time, online information to budget holders.
- North Wales is one of the leaders in the service in relation to ABC and has received a rating from the Wales Audit Office of Excellent for both data quality and management arrangements. This is helped by use of hand-held mobile units to collect data electronically and the fact that ABC is embedded in force processes. ABC accountants are also involved in developing systems and providing training on a national basis.
- ABC information has been used to re-allocate resources as and when required (eg into crime management) and also to secure efficiency savings, eg 40% less time is now spent on crime file preparation.
- A commitment to reduce the scale and cost of ‘back office’ functions has effected efficiency savings each year and consequently assisted in delivering improved performance results in operational policing.
- Devolved financial management is firmly embedded in the everyday business, with experienced business managers assigned to BCUs.

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- Commercial opportunities are exploited as appropriate, eg the Driver Training School generated a surplus of £300,000 in 2005/06.
- Risk management processes are now more evident across the force.
- A high level of participation is apparent in the regional procurement group; in addition, e-procurement processes are now in place.
- There is evidence of effective collaboration on estates matters with, for example, the Fire Service, and initiatives are in hand to extend this to local ambulance trusts.
- The force has identified low use of data from vehicle data recorders among some vehicles, leading to decisions by the fleet manager on re-allocation of vehicles to secure optimal cost-efficiencies.

Work in Progress

- There is scope to formalise and further exploit opportunities for income generation.

Area for Improvement

- Transport costs have not been devolved, although plans are in hand to devolve them from October 2006. In conjunction, there is scope to improve the collection and use of information from journey data recorders.

Wales Audit Office: Police Use of Resources Evaluation	
Force and authority: North Wales	
Element	Assessment
Financial management	3
Financial standing	3
Internal control	3
Value for money	3
Key to grades	
1. Below minimum requirements – inadequate performance	
2. Only a minimum requirement – adequate performance	
3. Constantly above minimum requirements – performing well	
4. Well above minimum requirements – performing strongly	
The judgments are made by auditors under the Code of Audit and Inspection Practice and standing guidance issued by the Auditor General for Wales.	

6E Information Management

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
1	9	31	2

National Position

The convergence of information and technology streams, and in particular the developing role of the chief information officer, is focusing attention on how forces corporately govern information. The aim in this assessment is to differentiate between forces that are taking an information-based approach to delivery and those that are technology-driven. A raft of emerging standards – notably Management of Police Information (MoPI) – is defining metrics against which performance can be measured, and these will ease the challenge in future assessments. Equally, the need for forces to develop medium-term planning, to consider national strategy in their local planning, and to reflect the requirements of the information technology infrastructure library (ITIL) have all provided some clear measures of success.

It has been a particularly challenging 12 months for forces’ information services, as much development work was postponed because of amalgamation proposals. This backlog will need to be addressed in 2006/07, together with work on shared approaches to bridge the level 2 shortfall. The challenge of providing information for the cross-regional information-sharing project (CRISP) and the emerging IMPACT system is considerable. This may require the development of ‘confidential’ networks and work to meet the requirements of the Unified Police Security Architecture (UPSA) as well as MoPI. These carry as yet unquantified but very considerable costs, as well as resulting in major business change. With constrained budgets and increasing demands, the future poses real challenges as to how forces will manage their information assets.

Contextual Factors

The convergence of information and technology streams and in particular the developing role of the Chief Information Officer (CIO) is focusing attention on how forces corporately govern information. The aim in this assessment is to differentiate between forces which are taking an information-centric approach to delivery as opposed to those which are technology-driven. A raft of emerging standards – notably the Management of Police Information (MOPI) - are defining some metrics against which to measure performance and these will ease the challenge in future assessments. Equally, the need for forces to develop medium-term planning, to consider national strategy in their local planning, and to reflect the requirements on the Information Technology Infrastructure Library (ITIL) have all provided some clear measures of success.

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to be addressed in 2006/07, together work on shared approaches to bridge the Level 2 shortfall. The challenge of providing information for the CRISP information-sharing project and the emerging IMPACT world is considerable. This may require a development of 'confidential' networks and work to meet the requirements of the Unified Police Security Architecture (UPSA), as well as MOPI. These carry, as yet unquantified but very considerable costs, as well as major business change. With contracting budgets and an increasing demand, the future poses real challenges as to how forces will manage their information assets.

Strengths

- The force's information management director is a qualified information and communications technology professional who has responsibility for delivering the force's information systems (IS)/IT strategy. He regularly advises the force's strategic partners in relation to the strategic business direction and the associated technology needs.
- North Wales Police has an information management doctrine and IS/IT strategy that comprehensively and clearly delineate the guiding principles of information and technology management, which is linked to the Home Office science and technology strategy and the local policing plan. The doctrine and strategy are business led 'top down' by the Chief Constable and support the force's operational and financial strategies.
- A five-year rolling funding model (business plan) supports a robust IT delivery programme. The information management group (IMG) has an annual projection planning process that requires that the business benefits and improvements achieved through the exploitation of technology are identified in advance.
- The force is working in partnership with the CJIT on the Government's 'joined-up justice' agenda. It is the first force in the UK to successfully establish a working pilot link between the RMS and the CPS via the CJIT exchange. Having established the pilot link, the force is confident that it will be one of few forces that will be able to achieve the Government's 'go live' date for this interface.
- All required information is provided to the Criminal Records Bureau (CRB) from the list of IMPACT nominal index (INI) agreed systems. All new child protection referrals are held on the RMS, and back-record conversion of historical child protection files held in paper form are being transferred onto the RMS. The current requirement for monthly submissions to CRB is being met, and the force is able to meet the future requirement to provide daily updates when it comes into operation. INI actions are resourced through the public protection unit, which also has access to the database.
- Use of specialist security consultants has helped to design, document and test security arrangements. A penetration test was carried out in October 2005 on the RMS infrastructure as a precursor to the force being granted connection to the CJIT infrastructure. The outcome of the test was positive, with an overall rating of excellent.
- An information standards and compliance section sits within the professional standards department; information governance responsibilities include implementing the requirements of the ACPO community security policy.
- The force is in the process of implementing the IT infrastructure library to improve internal customer support. However, there are no details of user satisfaction with force systems or whether it is improving.

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- An information and communication technology training centre is being developed which has the centre of excellence, not only internally but also potentially for income generation on the open market. Internally this will provide a service and the ability to undertake training on a 24/7 concept, providing ongoing support to trained staff in all areas of IT skills, not just on the force's own systems but also more generally with Microsoft and other applications.

Areas for Improvement

- The introduction of the NICHE RMS has streamlined a number of different technology systems. This should produce an easy-to-use IT system, but officers have cited difficulties with it as the single issue most impacting on their ability to do their job. The force has reviewed the implementation plan and asserts absolute confidence in the system. The problems cited above have been attributed to the difficulties of business change, but the force will need to resolve these quickly to gain the confidence of the organisation in the system. It also needs to learn lessons on the most effective way to implement major changes in operational and business systems.
- The force has an IT programme board, which ensures effective implementation of IT projects, but there is no information steering group with representation from the Police Authority, Police Federation or Unison. The force believes that the management of police information (MoPI) board fulfils this function, but this is arguable.
- The NIM is not used to drive IMG business – for example, there is no strategic assessment, control strategy or tasking meetings. IMG business is, however, driven by the IT programme board and service level agreements, and there is an effective performance management framework which drives continuous improvement.

6F National Intelligence Model (NIM)

Grade	Direction of Travel
Fair	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	19	22	2

Contextual Factors

NIM is a business planning model recognised as being a significant driver of police performance. It is a structured process to identify policing priorities, and it provides a framework to ensure that resources are directed to the right areas of service delivery. NIM should be threaded through all areas of force business.

There are examples of North Wales Police using NIM effectively to target criminality, and also examples of where it is used well in non-operational areas of policing to identify priorities for action. It is not, however, a consistent thread throughout the organisation.

Neighbourhood policing teams have been established, and NIM will be of significant help in ensuring that resources are deployed to targeting priorities identified by local communities. The effectiveness of the NIM process will be improved with the introduction of a structured briefing process. The force is developing a web-based briefing process with an interface with the RMS, which will allow for the automated production of briefings.

Strengths

- NIM has been implemented across the force, including the professional standards department, Special Branch and the OCD. Priorities are identified in control strategies, and tasking meetings ensure that resources are directed to priority areas.
- Strategic assessments and control strategies are fed into the business planning cycle to ensure that the annual policing plan is based on analysis of current threats as well as other factors. The chief officer group (COG) sits as the strategic TTCG and includes the director of finance and resources. This ensures that decisions on strategic business planning are NIM compliant. The Chief Constable has also commissioned analysis identifying factors that contributed to recent crime reductions, in order to inform resource and budget planning.
- All analysts and assistant analysts receive a structured programme of training. A career path has been developed for analytical staff that includes opportunities for career progression (assistant analyst – analyst – senior analyst). Development opportunities have also been created through secondment opportunities and monthly training workshops.
- The principal analyst has developed and enforced corporate standards for intelligence products and has continued to improve the analytical capability through a programme

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of scenario-based training for analysts and the implementation of a robust system of quality assurance. This has been facilitated through the appointment of a senior analyst overseeing level 1 BCU analysts.

- A career structure has been implemented for intelligence analysts from assistant analyst through to principal analyst. The recruitment of analysts has also been developed through a scheme to provide work placement opportunities for students at the University of Bangor. This structure is already starting to yield results, with a number of assistant analysts being recruited following a work placement and then being promoted to intelligence analyst.
- All territorial divisions have implemented multi-agency JAGs, which are run in accordance with NIM and are informed by intelligence products. This close working relationship also allows for an information exchange in order to produce more comprehensive analysis, which is based on a wide range of sources as well as police data.
- The control strategies set at force and BCU level contain details for prevention, intelligence and enforcement priorities. Development work is ongoing to introduce a reassurance priority into each strategy. Senior officers are appointed to take the lead on each area within the strategy. The control strategies set the agenda for the TTCG meetings at force and BCU level, with activity outside of the control strategy only being considered if it is assessed to present a significant risk.
- The implementation of TTCG-approved action plans are managed through daily tasking and briefing processes managed by members of BCU command teams. Regular meetings are held to monitor progress against the TTCG meeting actions, to task hot intelligence in line with the control strategy and to respond to new emerging problems or targets. This daily tasking and dynamic monitoring system is informed by analysts and intelligence officers.
- TTCG meetings at levels 1 and 2 commission results analysis to evaluate the effectiveness of actions and to aid organisational learning. Results analysis is completed on operations to identify the most successful tactics. Results analysis was also completed to review the early stages of the prolific and other priority offender strategy.
- In Central and Eastern Divisions, representatives from all key partner agencies attend the level 1 TTCG meetings and are tasked with actions as necessary. At level 2, partners are invited when necessary, but the CPS is a permanent member. There are information-sharing protocols between the force and partner agencies, eg Her Majesty's Revenue & Customs and the UK Immigration Service.

Work in Progress

- The force recognises that its briefing capability is underdeveloped and as a result has invested in a project to deliver a web-based daily briefing system. This will be tailored to the requirements of district level officers, to provide information on crimes/ incidents, criminal targets, prolific offenders, intelligence requirements and quality of life issues. Work has also been commissioned to develop an interface between RMS and the briefing system that will allow for the automated production of briefings.

Areas for Improvement

- There is no formal process in place to examine the effectiveness of NIM throughout the organisation. In some areas, NIM is used effectively but in others it does not permeate below the divisional tasking meeting. An internal NIM inspection regime is being developed, to be led by the director of intelligence.
- Development plans are needed that include a review of IT security, the production of a briefing policy and an improved awareness of NIM in all business areas.
- Training for officers involved in the management of the TTCCG process is planned and should improve the effectiveness of the tasking of police and partner resources in response to identified problems.

7 Leadership and Direction

7A Leadership

Grade	Direction of Travel
Good	Not Graded

National Grade Distribution

Poor	Fair	Good	Excellent
0	4	35	4

Contextual Factors

The force has an effective and settled chief officer team with a depth and breadth of experience. They have made clear and direct statements about standards and behaviour, and they challenge inappropriate language and behaviour as well as allowing themselves to be challenged.

There is a clear vision and strategic direction enthusiastically driven by the force leadership to achieve a 'safer North Wales'. The chief officer team actively communicate the vision and values, and they see this aspect of their leadership as being of critical importance and worthy of significant time and effort.

As chair of Wales ACPO the Chief Constable has been energetic in steering a course between facilitating the creation of a strategic force and safeguarding the operational and financial interests of the four forces. All members of the chief officer team actively pursue a significant and visible leadership role and support function within national ACPO portfolios.

The force has been performing well for a number of years, and this performance has been sustained at a time of major change, particularly with the development of IT and RMS technology, statutory charging and the uncertainties arising from the national police restructuring proposals.

In response to the raised tensions following the terrorist attacks in July 2005, North Wales Police established a specialist IAG to incorporate community concerns within the decision-making process of the force. Meetings were arranged between community members and other agencies to gauge tension and potential conflict areas within the force area. The force's gold command group were provided with daily updates of community tensions, which led to more informed strategic decisions.

Strengths

- With the appointment in 2005 of an ACC, the chief officer team has been a settled one with a depth and breadth of experience. The Chief Constable exercises a strong lead

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but is committed to the development of chief officer colleagues, and a good team spirit is evident.

- As chair of Wales ACPO the Chief Constable has been very energetic in steering a course between facilitating the creation of a strategic force and safeguarding the operational and financial interests of the four forces. He has been recognised as a key player with an impressive grasp of the issues.
- The chief officer team actively pursue a significant and visible leadership role in force and combine this with national ACPO portfolios. Until recently the Chief Constable headed the business area on roads policing, UKSAR and driver training, in addition to currently holding a number of other national leads, and he chairs the Welsh ACPO.
- Clear vision and strategic direction by the current chief officer team has resulted in consistently high performance by North Wales Police, placing it well above its MSF averages, particularly in detections for domestic burglary and violent crime, detections for all recorded and all BCS crime and for levels of reported crime per 1,000 population. The personal energy, drive, commitment and effective leadership of the chief officers has been central to this performance.
- This performance has been sustained at a time of major system changes (albeit not without their problems) within the force, particularly with the development of IT and RMS technology, statutory charging and the uncertainties arising from the national police restructuring proposals. This has been achieved through careful, yet bold, change-management processes.
- The chief officer road show and seminar programme provide a unique opportunity for every single member of staff to both hear and give feedback to the ACPO team. Although costly to organise, they have proved immensely valuable in face-to-face envisioning, change management and the communication of key strategies, as well as being well received by staff.
- The force continues to create a strong learning culture through the advanced PDR system and by making accredited leadership and management courses available to all inspectors and equivalent police staff. This has also been extended to newly promoted sergeants and police staff supervisors.
- At a strategic leadership level, the chief officer team and, on occasions, other senior officers regularly attend away-day sessions out of which creative and innovative ideas emerge. These sessions have proved immensely productive and beneficial to both the organisation and the team building within the chief officer group.
- A recent 'foundation for leadership' away day facilitated by external consultants produced reviews of the force's values and mission statements that have been instrumental in the relaunch of the 'ground rules' initiative. In addition, a recent away day for sergeants focused on force standards of behaviour.
- Data is accessed by an analytics unit that has been established within the ACPO staff office to drive and inform the performance management process. This unit enables detailed rapid analysis to support strategic planning and trouble shoot issues that arise. It also informs and directs outcomes in respect of resource management and operational need. The unit includes a dedicated staff member responsible for

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environmental scanning, who works in collaboration with the other Welsh forces and also Cheshire Police in this key area.

- The last year saw a major personal and corporate health assessment initiative under the 'Well' programme. All staff who participated in this survey-based initiative received a confidential, personalised health and well-being profile, and the organisation received anonymised data enabling it to address current issues and inform future health and welfare policies.
- A programme to empower and equip middle managers has been established through external accredited leadership and management training, which not only increases the skill base of the individual and organisation but gives a potent cutting edge to performance management.
- Under the personal leadership of the Chief Constable, North Wales Police has given a national lead on the use of Welsh language together with the associated diversity issues. Two senior police officers have been appointed to increase the number of Welsh-speaking and minority ethnic recruits and facilitate their retention and progression within the force.
- The chief officer team use a wide variety of means to communicate vision and values and see this aspect of their leadership as being of critical importance, worthy of significant time and effort. By far the most effective is a series of ACPO roadshows for all staff. These enable face-to-face envisioning and provide an opportunity for instant feedback and discussion. They are underpinned by a seminar programme that provides both strategic direction and an opportunity to share tactical ideas.
- The chief officers have made clear and direct statements about standards and behaviour, and they both challenge inappropriate language and behaviour and are ready to be challenged.
- The force continues to develop its substance misuse testing programme, which is looked upon by many forces as good practice. This policy applies to all staff.

Areas for Improvement

- An evaluation of leadership style and methodologies in the middle and junior supervisory ranks needs to be conducted. This will complement the leadership training initiatives for such staff and enhance both performance and individual enjoyment.
- The force continues to feature in national media stories that do not always add to its reputation, and chief officers need to be vigilant to avoid becoming the story. The Chief Constable needs to ensure that the Police Authority is briefed appropriately in advance of issues that are likely to impact on the authority.

7B Performance Management and Continuous Improvement

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	12	26	5

Contextual Factors

The impressive performance achieved in both operational policing areas and support functions is indicative of the robust and very effective performance management processes introduced by the force. There is a true performance culture, driven by the DCC, which ensures that individuals are held accountable for delivering performance at all levels of the organisation.

The force produces a comprehensive management information bulletin that displays, in a user-friendly way, a wide range of performance data. This is used as the basis for performance management at BCU/department level and it is also distributed to the Police Authority’s performance monitoring committee.

The Police Authority receives monthly performance reports, and it meets on a quarterly basis to review force performance. In addition, Police Authority members have access to iQuanta data to monitor performance against the MSF group.

Real-time performance information is now available to managers, which allows them to monitor performance from force level down to sector and individual level, over any timescale.

Strengths

- The DCC is the ACPO lead with overall responsibility for force performance. He chairs the monthly force operations meeting, where BCU commanders and heads of department are held accountable for performance. Each BCU (and some HQ departments) hold weekly performance reviews with inspectors/unit heads, chaired by a member of the divisional command team. The DCC also holds performance reviews of specific areas, eg ANPR.
- The strategic assessments and control strategies are an integral part of the business planning cycle to ensure that the annual policing plan is based on analysis of current opportunities and threats. The COG sits as the strategic tasking and co-ordinating group, which includes the director of finance and resources. This ensures that decisions on strategic business planning are NIM compliant and that resources are aligned with priorities.

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- The best value programme has a strong ACPO lead who is committed to continuous improvement, and there are robust arrangements for monitoring best value performance through the best value programme board and the Police Authority's best value panel and performance review committee.
- Clear, concise and accurate performance information is available throughout the force, with standard and ad hoc reports available through the executive information system (EIS), producing real-time information down to individual officer level. The force has also introduced the use of analytics to improve the investigation of crime, but also to look at processes throughout the organisation and improve all areas of performance. The use of analytics is expected to make better use of the performance data that is available through force systems.
- ABC data is used in the force planning processes. BCUs and departments build business cases from cost and activity data in projection plans. ABC data is used when budget bids are scrutinised to measure performance and identify any areas in need of closer scrutiny.
- Force performance is scrutinised publicly by the Police Authority on a quarterly basis at the police authority performance review committee (PAPRC), which is attended by the DCC. A performance report is submitted to the authority two weeks in advance. The PAPRC identifies areas of good and weak performance. The DCC is challenged on performance issues, particularly volume crime.
- A clear vision for achieving a 'safer North Wales' is supported by the public and partners. Communities influence plans through PCCGs, and other forums are arranged to seek feedback on force priorities and performance.
- The national community safety plan, performance indicators and targets, the force's control strategy and HMIC assessments are all used to inform the development of the force's priorities and objectives. These are discussed by the COG and the Police Authority's strategic planning committee. Following consultation, local policing priorities are identified and agreed, then incorporated into the annual policing plan. The director of finance and resources attends both COG and the strategic planning committee to ensure consistency.

Areas for Improvement

- Although there are links between the force and CSPs, there is limited joint performance management, target setting, tasking or accountability.
- Robust performance management processes are in place at BCU commander/inspector level, but these are not consistently applied below this point. There has been very limited use of incapability procedures.
- Despite North Wales being one of the safest places to live in England and Wales, this is not reflected in the level of concern shown among the public (British Crime Survey data). The force, in conjunction with the Police Authority, is formulating an action plan to address this issue.

Appendix 1: Glossary of Terms and Abbreviations

A

ABC	activity-based costing
ACC	assistant chief constable
ACPO	Association of Chief Police Officers
AJD	administration of justice department
ANPR	automated number plate recognition
ASB	anti-social behaviour
ASBO	Anti-Social Behaviour Order

B

BCU	basic command unit
BME	black and minority ethnic

C

CBM	community beat manager
CBRN	chemical, biological, radiological and nuclear
CDRP	crime and disorder reduction partnership
CID	criminal investigation department
CJIT	criminal justice information technology
COG	chief officer group
CPS	Crown Prosecution Service
CRB	Criminal Records Bureau
CRE	Commission for Racial Equality
CRR	community risk register
CSD	crime services division
CSI	crime scene investigator
CSP	community safety partnership

D

DCC deputy chief constable
DVLA Driver and Vehicle Licensing Agency

F

FIO financial investigations officer
FLO family liaison officer

H

HMIC Her Majesty's Inspectorate of Constabulary
HOLMES Home Office Large Major Enquiry System
HR human resources

I

IAG independent advisory group
iCAD intergraph computer-aided dispatch
ICCS integrated communications control system
IMG information management group
INI IMPACT nominal index
IS information systems
IT information technology

J

JAG joint action group

L

L&D learning and development
LCJB Local criminal justice board
LRF local resilience forum

M

MAPPA	multi-agency public protection arrangements
MARAC	multi-agency risk assessment committee
MG3	a national form used to record the CPS decisions Re: charge.
MIR	major incident room
MoPI	management of police information
MSF	most similar force(s)

N

NCM	national costing model
NCPE	National Centre for Policing Excellence
NCRS	National Crime Recording Standard
NHP	neighbourhood policing
NIM	National Intelligence Model
NSIR	National Standards for Incident Reporting

O

OBTJ	offenders brought to justice
OCB	organisational change board
OCD	operational communications division
OMU	occurrence management unit
OSD	operational support department

P

PAPRC	police authority performance review committee
PCCG	police and community consultation group
PCSO	police community support officer
PDR	personal development review
PIP	professionalising the investigative process
PNC	Police National Computer

POCA	Proceeds of Crime Act
PPAF	policing performance assessment framework
PPO	priority and prolific offender
PSG	people services group
PSU	police support unit
PTPM	prosecution team performance management

Q

QA	quality assurance
QoSC	quality of service commitment

R

RAG	resource allocation group
RART	regional asset recovery team
RDIM	road deaths investigation manual
RES	race equality scheme
RIC	regional intelligence cell
RMS	records management system
RRAA	Race Relations (Amendment) Act

S

SAR	suspicious activity report
SIO	senior investigating officer
SNEN	single non-emergency number
SWIM	scientific work improvement model

T

TDPG	training and development performance group
TIC	offences taken into consideration
TSAS	tactical strategic analysis section

TTCG tactical tasking and co-ordination group

V

ViSOR Violent and Sex Offenders Register

VSS victim support services