



Inspecting policing
in the public interest

Crime inspection 2014

Norfolk Constabulary

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Contents

How effective is the force at cutting crime?	4
Introduction	7
Methodology	8
How effective is the force at reducing crime and preventing offending?	9
How effective is the force at investigating offending?	15
How effective is the force at tackling anti-social behaviour?	19
What each judgment means	22

How effective is the force at cutting crime?

Overall summary

Norfolk remains a low-crime area and victim satisfaction with policing services is also higher here than the England and Wales rate. The police work well with partners to prevent crime and reduce re-offending. Its approach to reducing crime and preventing offending is outstanding.

Neighbourhood policing remains at the heart of the constabulary's approach and safer neighbourhood teams understand their local communities' concerns and priorities. There is a strong culture of preventative policing in Norfolk and despite financial cuts the constabulary has continued to invest in dedicated and visible resources to prevent crime and anti-social behaviour in the neighbourhoods.

HMIC found a victim focused approach to policing at all levels within the constabulary, with a particularly strong emphasis on identifying and protecting the most vulnerable victims.

The constabulary works well to investigate crimes and make sure offenders can be brought to justice effectively. HMIC was impressed by the way the constabulary identifies and responds to emerging threats and risks to the community, with some excellent responses to 'hidden crimes' such as child online grooming and human trafficking.

This year, HMIC undertook an inspection into the crime data integrity of all 43 police forces, to determine the extent to which police-recorded crime information can be trusted at a national level. HMIC has concerns about Norfolk's approach to crime recording, which is not as accurate as it should be. Individual force reports are available at <http://www.justiceinspectorates.gov.uk/hmic/>

How effective is the force at reducing crime and preventing offending?

Outstanding

Despite a recent increase in crime in Norfolk, crime levels remain low compared to the rest of England and Wales.

There is a strong culture of preventative policing in Norfolk Constabulary and a real commitment to protecting local neighbourhood teams, and continuing to invest in dedicated and visible resources for prevention in the face of budget cuts elsewhere.

The constabulary has a victim-centred approach and a strong focus on ensuring that the most vulnerable victims receive a joined-up service from all agencies. HMIC found good evidence of frontline staff working with partners to find ways to divert offenders and prevent crime.

How effective is the force at investigating offending?

Good

There is clear and strong leadership and direction from the chief officer team on the importance of putting the victim at the heart of policing. We found strong evidence of a focus on people who are most vulnerable with some excellent responses to ensuring a coherent service, particularly to protect children and vulnerable adults.

There is a good and proactive response to identifying and responding to emerging threats and risks. We found some particularly good and valued work in child safeguarding, with specialist trained staff dealing with child sexual exploitation, online grooming and trafficking.

How effective is the force at tackling anti-social behaviour?

Good

HMIC found a very clear and explicit focus on tackling anti-social behaviour with strong leadership within Norfolk Constabulary. The force has protected neighbourhood policing from cuts and continues to invest dedicated resources in tackling anti-social behaviour.

There is a good process in place for neighbourhood teams to engage with their communities and understand local concerns and priorities. This is followed by good partnership engagement to secure partner involvement and a joined-up response making the best use of all available resources to protect communities.

How effective is the force at reducing crime and preventing offending?

Outstanding

There is strong and constructive partnership working across the county at both strategic and operational levels, producing some local programmes and initiatives which are having a positive impact on reducing crime and offending.

How effective is the force at investigating offending?

Good

HMIC found that investigations are conducted effectively with high levels of supervision and oversight. The rate of successfully detecting crimes is higher in Norfolk than most forces in England and Wales. There is a clear focus on developing professional investigative skills among police officers.

The constabulary is innovative and keen to learn from new approaches and tactics.

How effective is the force at tackling anti-social behaviour?

Good

The constabulary also works well with local partners to actively manage the risk to victims from anti-social behaviour. HMIC was impressed by the strong focus on identifying and protecting the most vulnerable victims.

There has been extensive use of a range of police tactics and joint activity with partners to reduce anti-social behaviour and to target hotspots.

Introduction

This inspection looks at how effective police forces are at cutting crime. The public expects the police to reduce, prevent and investigate crime, bring suspects to justice and, in conjunction with other services and agencies, care for victims. To assess each force's effectiveness, we looked at three specific areas:

- How effective is the force at reducing crime and preventing offending?
- How effective is the force at investigating offending?
- How effective is the force at tackling anti-social behaviour?

Methodology

During our inspection we analysed data and documents from forces, and conducted in-force inspections. We interviewed the senior officers responsible for crime, neighbourhood policing and victim care in each force. We held focus groups with frontline police officers, investigators and police staff, and observed their activities first hand. We also reviewed 20 crime investigations in each force and interviewed heads of partner organisations such as local authorities. We focused on anti-social behaviour and the offences of: burglary dwelling; serious sexual offences; and violence with injury on this inspection. We chose to focus on these offences because they cover the areas of acquisitive and violent crime and the protection of vulnerable people. This has allowed us to make an assessment of how well the force treated the victim throughout the investigation – examining in particular how well officers gathered evidence and how well they were supervised.

Victims are at the heart of this inspection. Victims are entitled to a service from the police; this includes regular information about their case, an opportunity to provide an impact statement where relevant and to be consulted on potential criminal justice outcomes. When the police provide this service to victims, it increases victim satisfaction and builds trust and confidence in the police.

As part of this inspection, we considered how well forces deal with domestic abuse, alongside other offence types. HMIC published a report in March 2014 on how well forces tackled domestic abuse and provided support to victims. As a result of that inspection all forces were asked to provide an action plan setting out how they were improving services to victims of domestic abuse and we have reviewed the action plans developed by forces. The action plans have not informed the judgments made in these reports.

The crime inspection provides HMIC with the first opportunity to test whether the force's approach to improving how it tackles domestic abuse is beginning to have an effect and this forms part of our overall assessment of the force.

How effective is the force at reducing crime and preventing offending?

HMIC looked at how the leadership of the force deploys its resources to reduce the volume of crimes being committed, maximise the quality of victim contact, and ensure that the force focuses on community priorities while mitigating national threats.

We looked at how the force prevents crime, how it uses police tactics such as stop and search powers to prevent and detect crime and reduce offending. We also looked at how the police work with other agencies such as social services to reduce crime.

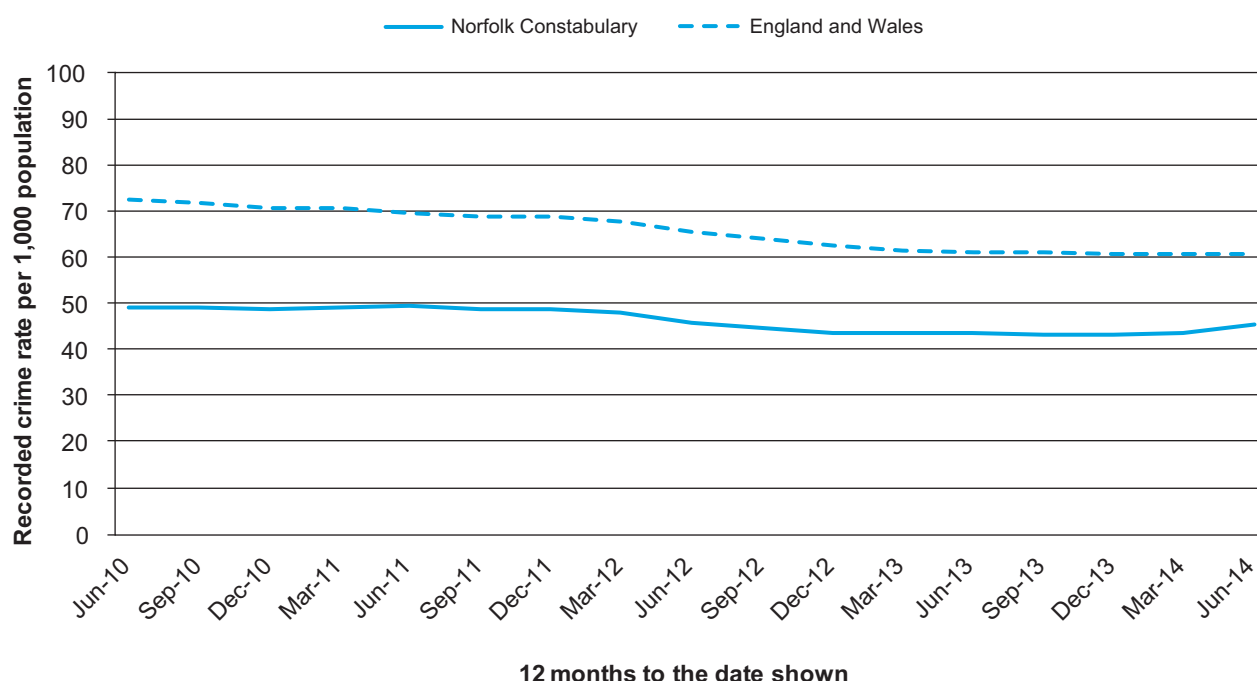
Crime

In 2010 the Home Secretary set a clear priority for the police service to cut crime. When compared with the 12 months to June 2010, recorded crime (excluding fraud) in the 12 months to June 2014 reduced by 7 percent in Norfolk compared with a reduction of 16 percent across all forces in England and Wales.

Over this period, victim-based crime (i.e., crimes where there is a direct victim such as an individual, a group, or an organisation) decreased by 12 percent in Norfolk, compared with a reduction of 16 percent across England and Wales.

Looking at the 12 months prior to the end of June 2014; recorded crime (excluding fraud) in Norfolk increased by 5 percent. This is compared with a 1 percent reduction across England and Wales.

Figure: Recorded crime rate (per 1,000 population) between June 2010 and June 2014.



By looking at how many recorded crimes and incidents of anti-social behaviour occur per 1,000 population, we get an indication of how safe it is for the public in that police area. The table below shows crime and anti-social behaviour rates in Norfolk (per 1,000 population) compared with the rest of England and Wales.

12 months to June 2014	Norfolk Constabulary rate (per 1,000 population)	England and Wales total rate (per 1,000 population)
Crime excluding fraud	45.5	60.7
Victim-based crime	39.2	53.9
Sexual offences	1.2	1.2
Violence with injury	4.8	5.9
Burglary in a dwelling*	3.6	8.9
Anti-social behaviour incidents*	32.4	36.8

***Note that anti-social behaviour data is for the 12 months to March 2014 and the rate for burglary in a dwelling is the rate per 1,000 households, not population.**

We have chosen these types of crime to give an indication of offending levels in the force area. We are not judging the effectiveness of the force on recorded crime rates only. For information on the frequency of other kinds of crimes in your area, go to www.justiceinspectorates.gov.uk/hmic/crime-and-policing-comparator.

Norfolk's detection rate (for crimes excluding fraud) for the 12 months to the end of March 2014 was 37 percent which was considerably higher than the 26 percent for England and Wales.

The new crime outcomes framework was introduced in April 2014. It replaces a previous framework for recording how the police finalise investigations through what was known as 'sanction detections' (e.g. charges and/or summons). The new crime outcomes framework is designed to support police officers to use their professional judgment to ensure a just and timely outcome which reflects the harm to the victim, the seriousness of the offending behaviour, the impact on the community, and which deters future offending. Data on the full range of outcomes achieved as a result of investigations (not just detections but also, for example, community resolutions such as mediation known as restorative justice) will be available from July 2015 and used in future HMIC inspections.

Meeting the needs of the community

Neighbourhood policing remains the cornerstone of how Norfolk Constabulary operates. It has protected its frontline officer strength as much as possible during the recent financial cuts to police budgets, and maintains close links with the communities it serves. It has found creative ways through partnerships and collaboration to maintain and improve service quality and meet local needs at the same time as coping with financial cuts. The constabulary continues to operate 49 safer neighbourhood teams (SNTs) across the county with operational partnership teams (OPTs) covering each local authority area in Norfolk, located with local policing and run by joint local authority and police staff. HMIC found that the SNT structure and the OPTs are effective in providing visible, dedicated resource for prevention and ensuring that the force works well with local communities and partners to understand community priorities and concerns. The priority setting meetings and the strength of local knowledge and willingness to engage is valued by partners.

Quality of victim contact

Survey results show that victim satisfaction with the police services in Norfolk is high. We found a very strong focus at all levels in the constabulary on the importance of providing the best service possible to victims. The close working relationship with the SNT officers and their local communities provides a strong foundation for a victim-centred approach. Frontline staff have a good victim focus, particularly so for vulnerable victims. There is a very sound process for risk assessing the vulnerability of victims in order to ensure that they receive an appropriate response from the police and any other partner agencies who need to be involved.

There is strong and visible leadership within the force to drive improvement in the quality of service for victims and in particular to ensure that vulnerable victims get an effective response. The force has invested well in the past in measures to understand the causes of victim dissatisfaction and to learn from victims' experiences. All officers have received training in relation to the Code of Practice for Victims of Crime. Victim 'contracts' are used where agreement is reached with victims of crime about the method of contact and how regularly they are updated. Officers demonstrated a good understanding of this requirement. A well-established quality assessment team has improving the quality of victim contact at the heart of its remit. It ensures adherence and importantly provides feedback to supervisors if improvements are required.

In addition to the victim surveys that all forces undertake, staff in the team contact a sample of people each week who have used police services and ask a series of questions to establish the quality of the service and identify any areas for improvement as well as any good practice. The constabulary attributes its success in achieving higher than average satisfaction levels to this focus on continuously improving the quality of service to victims. The force is in the process of reviewing the future of the quality assessment team as part of its financial savings plans and there is some uncertainty that this additional victim survey work will be able to continue in the same robust and systematic way.

Norfolk Constabulary uses many different methods to contact the public including Twitter, Facebook, email and text messages.

An important measure of the impact of changes to service delivery for the public is how satisfied victims are with the overall service they receive when they seek police assistance. In the 12 months to the end of June 2014, Norfolk had a victim satisfaction rate of 87.9 percent (± 1.4 percent) which is higher than the satisfaction rate in England and Wales of 85.0 percent (± 0.2 percent). Its current rate is broadly in line with the 89.2 percent (± 1.3 percent) recorded for Norfolk in the previous year.

Use of police tactics

Norfolk Constabulary uses a broad range of tactics to prevent crime and offending. There is a strong culture of crime prevention within the constabulary's approach to policing. The constabulary works particularly well with partners; the operational partnership teams, which are multi-agency, have a specific remit to prevent crime and anti-social behaviour. The force continues to invest in safer schools officers, who are highly valued and making a positive difference, when working with young people.

The constabulary uses analysis of crime and offending well. It produces a range of intelligence reports which provide local teams with information that can be used to direct their activities to target crime hotspots and the worst offenders. The constabulary operates a robust and effective daily management and briefing system where thorough and timely intelligence is shared; developing and anticipated threats and risks are assessed; and resources are targeted at tackling the areas of greatest risk to the communities in Norfolk.

Partnership working and information sharing

There is strong and constructive partnership working across the county at both strategic and operational levels, producing some local programmes and initiatives which are having a positive impact on reducing crime and re-offending. For example there is a well-established and highly valued multi-agency safeguarding hub (MASH), which brings together into one location all those agencies who are involved in identifying, protecting and supporting vulnerable adults and children who may be at risk of harm. The Norfolk MASH has been operating successfully for a number of years. There are now around 100 staff from various partner agencies located together to share information, jointly manage the risks and take a joined-up approach to safeguarding the most vulnerable victims of crime and abuse. In addition to the police, there are staff from local authority social services, education, probation, health, housing providers and victim support organisations.

Domestic abuse

In March 2014 HMIC published the results of its inspection of 43 forces on the effectiveness of the police approach to domestic violence, with a focus on outcomes for victims and whether risks to victims are adequately managed, this included clear recommendations for each force about improvements it should make. As a result of this inspection all forces were required to produce and publish an action plan setting out the steps they were taking to improve the services to victims of domestic abuse. This plan should demonstrate that HMIC recommendations are being addressed and also explain how:

- the leadership will ensure the changes necessary and hold the right people to account;
- the police response when a victim first contacts them (by a 999 call or by visiting a police station) and when they first attend the scene of the incident is improved;
- the force will ensure there is a high quality investigation of all domestic abuse crime;
- victims will be properly supported and offenders properly managed; and
- the training and learning provided to officers ensures they can give the best available response to the victim.

HMIC has made an initial consideration of the action plan submitted by Norfolk Constabulary. We found the plan follows the national action plan template and outlines activity that is in line with the agreed national priorities for forces outlined above. There are actions detailing identified gaps and ongoing activity, but there is no clear evidence for those indicators where the force states it has met the required standard. There is a separate action plan detailing the HMIC force recommendations, the majority of which fall within the wider national plan.

The crime inspection provided us with our first opportunity to test whether changes in the forces' approach to domestic abuse were beginning to have a positive effect.

HMIC found evidence that Norfolk Constabulary has taken steps to improve its response to domestic abuse. It has trained social workers to complete police risk assessment forms, so that they can attend incidents instead of officers in cases where this is deemed appropriate. An approach to risk assessment based on threat, risk and harm is followed consistently for victims of domestic abuse. The force also has a programme aimed at perpetrators of domestic abuse. It intends to use the operational partnership teams (OPTs) to support the safeguarding of domestic abuse victims who are assessed as medium or standard risk, although this will not be fully operational until Christmas 2014.

Summary

Outstanding

- Despite a recent increase in crime in Norfolk, crime levels remain low compared to the rest of England and Wales.
- There is a strong culture of preventative policing in Norfolk Constabulary and a real commitment to protecting local neighbourhood teams, and continuing to invest in dedicated and visible resources for prevention in the face of budget cuts elsewhere.
- The constabulary has a victim-centred approach and a strong focus on ensuring that the most vulnerable victims receive a joined-up service from all agencies. HMIC found good evidence of frontline staff working with partners to find ways to divert offenders and prevent crime.
- There is strong and constructive partnership working across the county at both strategic and operational levels, producing some local programmes and initiatives which are having a positive impact on reducing crime and offending.

How effective is the force at investigating offending?

HMIC looked at the range of police tactics and powers used by the force to investigate offending, including how investigations are conducted, whether persistent offenders are diverted from crime and how people vulnerable to repeat crime are supported. We looked at how the force learns from experience in order to improve professionalism in operational practice and leadership.

Vulnerability, risk and victims

There is clear and strong leadership and direction from the chief officer team on the importance of putting the victim at the heart of policing. In particular there is a strong focus on the need to ensure the most vulnerable victims are identified and protected from harm. We found much evidence of this focus on vulnerability. The constabulary's recent restructure was underpinned by an explicit commitment to align resources and provide additional capacity to better tackle vulnerability. The strategic threat, harm and risk assessment reinforces the emphasis on protecting the most vulnerable. And there are some excellent responses to ensuring a coherent service, particularly through the MASH, for children and vulnerable adults.

The constabulary is trialling a new approach to better dealing with people with mental health problems, there are now mental health nurses working in the force control room to provide a professional, immediate risk assessment and appropriate response to any incidents involving people with mental health issues. The constabulary works well with victim support services to ensure that victims have access to all available support. The constabulary ensures that vulnerable victims and witnesses have access to special measures to make criminal proceedings less intimidating, for example giving evidence at court via a video link. The sexual assault referral centre provides both facilities for medical examinations without any police presence and child advocates who can support very young victims throughout the process.

Investigation

Norfolk is one of the very few police forces remaining where all victims of crime will receive a visit from a police officer. This means that opportunities to obtain evidence are not missed. Many forces now screen out 'low level' crimes for resolution via the telephone and do not send an officer in all cases. Local officers are provided with effective briefing and intelligence to fight and detect crime in their areas.

We have found a good, proactive approach to understanding and tackling emerging threats and risks, again with a strong focus on vulnerability, with some particularly good and valued work in child safeguarding, with specialist trained staff dealing with investigations into child sexual exploitation and human trafficking. In addition, training for all detectives has commenced in tackling cyber-crime. We found some examples of high quality crime investigations in the specialist teams.

Resources are well-targeted to deal with the greatest threats and risks to the community from crime. For example, the constabulary identified an emerging risk to children from sexual exploitation through online grooming and has established the safeguarding children online team, a dedicated team of specialist detectives to investigate child grooming. There is a large and growing eastern European community in Norfolk and the constabulary has established a short term project to understand and assess the risks faced by emerging communities across the county. An action plan to tackle the issues identified has been developed; although HMIC did find that following this initial good start it was unclear how much progress has been made in implementing the plan.

Dealing with serious and organised crime is a strategic priority for Norfolk Constabulary and it has identified a range of organised crime groups which are being tackled proactively. HMIC did find some inconsistency in the management of crime groups operating in the county. The most serious crime groups, those who pose the greatest threat to the community, are effectively dealt with in collaboration with regional police partners via the regional organised crime unit. We found that of those being dealt with by the constabulary alone some cases had received very limited recent police activity. We also found that SNT officers are unclear about their role in dealing with organised crime groups. There are no crime groups identified with links to sexual exploitation, although the new safeguarding children online team is dealing with what could have been described as crime groups. Senior leaders are aware of the need to enhance the force's approach to tackling organised crime groups, particularly those who commit crimes across force boundaries.

We found from our review that investigations are conducted effectively with high levels of supervision and oversight. The rate of successfully detecting crimes is higher in Norfolk than most forces in the country. There is a clear focus on developing professional investigative skills among detectives and in addition the constabulary is providing investigative training for all uniformed officers.

Tackling repeat and prolific offenders

The force has strong partnership arrangements in place for managing the most prolific offenders who pose a risk to the public. The force recognises that preventing reoffending requires a joined-up approach from all partners locally. This integrated offender management approach (IOM), known as the 180° team, is a mature and effective partnership bringing together police and probation with other local partners including; DWP¹, housing providers, and voluntary sector organisations. As of July 2014 there are 134 prolific offenders in Norfolk, all of whom are being managed through the IOM programme².

HMIC found that there is very effective partnership working through the IOM, with some good results in diverting these prolific offenders away from further offending, for example through drug and alcohol treatment programmes and linking with local employers to provide job and work experience opportunities for offenders.

The 180° team has recently joined up with Suffolk Constabulary and its local partners in Suffolk to create a combined Norfolk and Suffolk 180° IOM programme.

Learning from experience

HMIC found that there is a very strong approach to evaluation and clear and visible leadership for the promotion of evidence-based policing. The constabulary is willing to try new approaches and is keen to learn from what works. The chief constable personally chairs the evidence-based policing board which provides a specific innovation fund which officers can submit bids for, to trial new approaches and tactics. We found that the constabulary systematically evaluates its activity so that it can understand why certain tactics and approaches have more success in cutting crime and offending. Staff involved are enthusiastic and committed to an evidence-based approach as a key enabler to better corporate learning and to drive continuous improvement.

Recommendations

Within 3 months, Norfolk Constabulary should ensure that there is clarity of management and responsibility in relation to the tackling of organised crime groups with relevant staff within the force being made aware of the tasks they need to perform in order to disrupt and dismantle the groups' criminal activity.

1 Department for Work and Pensions – HM Government.

2 There is no standard national definition of who should be considered for integrated offender management arrangements. Norfolk Constabulary decides who needs to be managed under these arrangements using its own scoring system.

Summary



Good

- There is clear and strong leadership and direction from the chief officer team on the importance of putting the victim at the heart of policing. We found strong evidence of a focus on people who are most vulnerable with some excellent responses to ensuring a coherent service, particularly to protect children and vulnerable adults.
- There is a good and proactive response to identifying and responding to emerging threats and risks. We found some particularly good and valued work in child safeguarding, with specialist trained staff dealing with child sexual exploitation, online grooming and trafficking.
- HMIC found that investigations are conducted effectively with high levels of supervision and oversight. The rate of successfully detecting crimes is higher in Norfolk than most forces in England and Wales. There is a clear focus on developing professional investigative skills among police officers.
- The constabulary is innovative and keen to learn from new approaches and tactics.

How effective is the force at tackling anti-social behaviour?

HMIC looked at how the force prevents and tackles anti-social behaviour; in particular the way victims are treated. We looked at the quality and consistency of victim contact across the force and whether victims of anti-social behaviour were dealt with in a comparable way to victims of other crimes.

Community contact and victim care

Neighbourhood policing remains at the heart of how Norfolk constabulary delivers its services, the safer neighbourhood teams (SNTs) have been protected as far as possible from the financial cuts. Within the SNTs, the force continues to invest significantly in dedicated resources for tackling anti-social behaviour through the operational partnership teams (OPTs), anti-social behaviour officers, 'safer schools' officers and in jointly funded posts with partner agencies. The OPTs have a specific remit to tackle crime and anti-social behaviour in their neighbourhoods.

There is a good process in place for SNTs to engage with their communities and understand local concerns and priorities followed by good partnership engagement to secure partner involvement and a joined-up response. Local officers attend a range of both formal and informal meetings with local people and partners, including safer neighbourhood action panel (SNAP) meetings and street surgeries.

HMIC found that there is a strong focus on vulnerability, with a high level of awareness of the need to identify and risk assess vulnerability in people who are reporting anti-social behaviour and provide an enhanced level of service for those people who are assessed as being vulnerable. A risk assessment is completed for each case of anti-social behaviour and this assessment determines the nature of the response, if the victim is assessed as either medium or high risk, they are automatically referred to the OPT for follow-up. Clear markers are placed on the police records to indicate that a person has been a previous victim of anti-social behaviour or is in some way vulnerable, so that they are readily identified if they call again and the police response will be appropriate.

Partnership working

Local partnerships are strong with some good examples of joint work to understand local priorities, share information and agree joined-up multi-agency solutions to protect victims and prevent anti-social behaviour from escalating. The constabulary has set up anti-social behaviour action groups (ASBAGs) in each SNT area. These bring together police and local partners to ensure a coherent approach to anti-social behaviour and ensure that all appropriate resources are co-ordinated to provide the most effective response for individual victims and the community. Individual victims are jointly risk assessed and there is an agreed escalation model that the ASBAGs operate through, so that a proportionate response is provided and effective early intervention can avert more serious harm to individuals and communities. Information sharing is good, leading to effective problem solving and sharing of good practice with partners across the force area.

Improving services to the public

The incidence of anti-social behaviour is lower in Norfolk than the rate for England and Wales. In the 12 months to March 2014, Norfolk Constabulary recorded 28,230 incidents of anti-social behaviour. This is a reduction of 11 percent against the previous 12 months. There is a very clear and explicit focus on tackling anti-social behaviour with strong leadership within the force. There has been extensive use of a range of tactics and police powers to deal with anti-social behaviour. The SNTs are provided with up-to-date intelligence and analysis of anti-social behaviour in their areas and are able to target anti-social behaviour hotspots for patrols and in some instances run covert operations. In the 12 months to the end of July 2014, Norfolk Constabulary received reports from 12,226 victims of anti-social behaviour. Some 1,158 anti-social behaviour warning notices and 39 anti-social behaviour orders were issued. Training for all SNT staff in the use of the new police powers for tackling anti-social behaviour is underway, with the initial training having been provided to the OPTs to create a centre of excellence in each area.

Summary



Good

- HMIC found a very clear and explicit focus on tackling anti-social behaviour with strong leadership within Norfolk Constabulary. The force has protected neighbourhood policing from cuts and continues to invest dedicated resources in tackling anti-social behaviour.
- There is a good process in place for neighbourhood teams to engage with their communities and understand local concerns and priorities. This is followed by good partnership engagement to secure partner involvement and a joined-up response making the best use of all available resources to protect communities.
- The constabulary also works well with local partners to actively manage the risk to victims from anti-social behaviour. HMIC was impressed by the strong focus on identifying and protecting the most vulnerable victims.
- There has been extensive use of a range of police tactics and joint activity with partners to reduce anti-social behaviour and to target hotspots.

What each judgment means

HMIC uses four categories for making judgments, two are positive and two are negative. The categories are:

- outstanding;
- good;
- requires improvement; and
- inadequate.

Judgment is made against how well the force cuts crime. In applying the categories HMIC considers whether:

- the way the force is cutting crime and reducing offending is good, or exceeds this standard sufficiently to be judged as outstanding;
- the force requires improvement in the way it cuts crime, and/or there are some weaknesses; or
- the force's effectiveness at cutting crime is inadequate because it is significantly lower than is expected.