



Inspecting policing  
in the public interest

# Crime inspection 2014

North Yorkshire Police

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# How effective is the force at cutting crime?

## Overall summary

North Yorkshire Police's crime rate is lower than the rate for England and Wales. The police work well with partners to prevent crime and reduce reoffending.

Neighbourhood policing and anti-social behaviour are central priorities for the force. There is a strong focus on engagement with communities and the neighbourhood policing teams have a good understanding of community concerns and issues.

HMIC found that there is a strong focus on victims and vulnerability.

Victim satisfaction with policing service is higher in North Yorkshire than the figure for England and Wales.

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 North Yorkshire Police'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?

#### Good

The victim satisfaction rate in North Yorkshire has increased in the last 12 months. The victim satisfaction rate (in the 12 months to the end of June 2014) is 88.2 percent ( $\pm 1.2$  percent) for North Yorkshire Police which is higher than the satisfaction rate in England and Wales of 85.0 percent ( $\pm 0.2$  percent).

The force has a well-established process in place to manage and prioritise activity and the use of resources across the force area in line with threat, harm, risk and vulnerability.

There are strong local partnership arrangements, particularly in relation to the management of anti-social behaviour. There are effective multi-agency information sharing and joint use of powers to disrupt and prevent crime and anti-social behaviour occurring.

### How effective is the force at investigating offending?

#### Requires improvement

There is a strong focus on vulnerability and the need to protect those at most risk within North Yorkshire police. The force has an ambition to build on its victim centred approach.

HMIC found a strong commitment to the multi-agency public protection arrangements (MAPPA) and multi-agency risk assessment conferences (MARAC). The integrated offender management approach however is disjointed with an inconsistent approach being taken across the force with a lack of understanding of the approach by staff and officers.

The force has invested in building its investigatory capacity, however there is more the force could do in improving supervision and file build quality.

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

#### Good

North Yorkshire Police demonstrates a strong commitment to neighbourhood policing and the neighbourhood policing teams have a good understanding of local concerns and priorities. Neighbourhood officers work well with local people in tackling anti-social behaviour and are committed to ensuring the most vulnerable in their communities are protected.

HMIC found that partnership working in respect of anti-social behaviour and community safety is strong with significant evidence of effective partnership working and information sharing.

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

**Good**

**How effective is the force  
at investigating offending?**

**Requires improvement**

The force could improve the way it disrupts organised crime groups, particularly through more effective use of its neighbourhood teams to tackle such groups.

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

**Good**

North Yorkshire Police has a strong repeat victim focus. HMIC is impressed by the attitude and approach of officers and staff, especially Neighbourhood Policing Teams in relation to vulnerability and repeat victims.

# Introduction

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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 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.

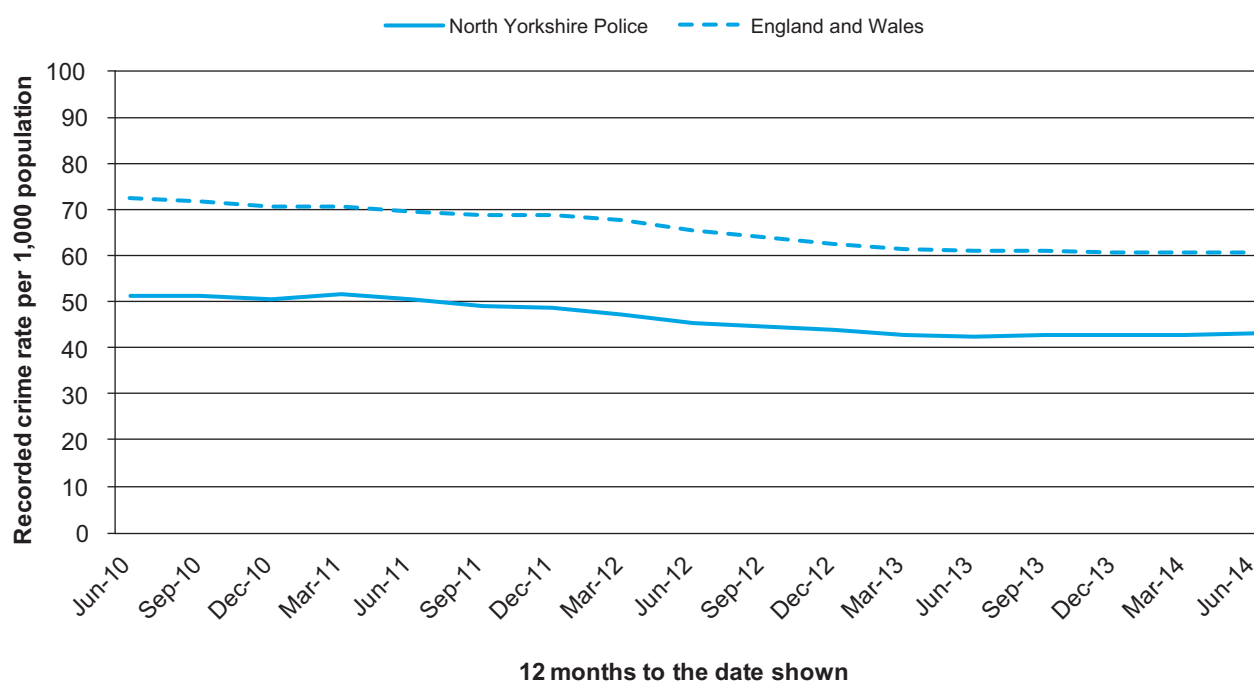
## Crime

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 16 percent in North Yorkshire 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 17 percent in North Yorkshire, 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 North Yorkshire increased by 2 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 North Yorkshire (per 1,000 population) compared with the rest of England and Wales.

12 months to June 2014	North Yorkshire Police rate (per 1,000 population)	England and Wales total rate (per 1,000 population)
Crime excluding fraud	43.2	60.7
Victim-based crime	38.4	53.9
Sexual offences	1.0	1.2
Violence with injury	4.8	5.9
Burglary in a dwelling*	4.6	8.9
Anti-social behaviour incidents*	38.2	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](http://www.justiceinspectorates.gov.uk/hmic/crime-and-policing-comparator).

North Yorkshire's detection rate (for crimes excluding fraud) for the 12 months to the end of March 2014 was 29 percent. This was higher than the figure of 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

North Yorkshire Police has a well-developed approach for working with principal partner agencies to understand the issues affecting the people of the North Yorkshire policing area. There is a joint strategic intelligence assessment produced by the force and partners identifying areas of threat, risk and harm for individuals and communities which is used to profile demand for policing services across the county. From this assessment six priorities have been set for the force which include quality of life, burglary and vulnerability. These are widely communicated and understood by officers, and are used in a structured way to assist the force in the movement and co-ordination of resources across the force area.

There is a strong focus on vulnerability. The force introduced 'THRIVE' earlier this year, which is the assessment of incidents and requests for service against a matrix of threat, harm, risk, investigation, vulnerability and engagement. This approach allows the force to analyse the needs of each call and provide the most appropriate resource for the victim. Daily activity is based around threat, risk and harm, and the force's governance structures assist in ensuring the resources are targeted in the right place to reduce crime.

The force has a strong background in communication and engagement including drop-in sessions, surgeries, and informal meetings as well as through social media, web forums and email. In the last 12 months, North Yorkshire Police has held a considerable number of consultation sessions with the public. Feedback from this engagement with the public shapes local priorities and directs activity in local areas.

## Quality of victim contact

There is a strong victim focus within North Yorkshire Police. The office of the police and crime commissioner has completed research in relation to the needs of the victim including understanding feedback from victims of crime and analysis of the customer experience which is being used to shape future victim services within the North Yorkshire policing area. The work that the force is doing to redesign its operational model has included mapping victims' journeys from initial call to conclusion, to ensure a service that is more focused on the needs of the victim.

The victim-centred approach is evident from the behaviour and attitude of officers interviewed. Despite this, HMIC found an absence of victim contact agreements, and partners were concerned that officers could do more to keep victims informed. The force has plans to improve this with changes to the process through a daily review of victims and the use of victim questionnaires and surveys to better understand victims' experience. There is a clear commitment to provide a customer-focused service within the force.

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, North Yorkshire had a victim satisfaction rate of 88.2 percent ( $\pm 1.2$  percent) which is higher than the satisfaction rate in England and Wales of 85.0 percent ( $\pm 0.2$  percent). Its current rate is also higher than the 86.6 percent ( $\pm 0.9$  percent) recorded for North Yorkshire in the previous year.

## Use of police tactics

North Yorkshire Police uses a broad range of tactics to prevent and reduce re-offending.

The force successfully uses both domestic violence protection orders and domestic violence protection notices to prevent domestic abuse offenders from having contact with their victims for a period of time. The 'Making Safe' scheme is a multi-agency scheme aimed at keeping victims of domestic abuse and their families safe within their own home.

In terms of neighbourhood policing, the Central Operations Portal (COPs) provides advice for officers on such tactics as dispersal orders, anti-social behaviour orders, criminal anti-social behaviour order and prevention orders. The force also uses a wide range of tactics in relation to reducing crime in nightclubs and pubs and the use of stop and search in, for example, suspected drug-related activity. It also takes a proactive approach with partners to tackling licensed premises that cause persistent problems.

The force has a strong prevention focus. It demonstrated that prevention is embedded in everyday activity, with a wide range of examples. There is commitment to prevention of burglary through the provision of effective crime prevention advice and using volunteers to support victims.

## Partnership working and information sharing

There is good and constructive partnership working within the North Yorkshire policing area to prevent crime and offending at both a strategic and at a tactical level. There is a strong focus on anti-social behaviour. The anti-social behaviour hub in York has been recently introduced; this brings together a number of different partners to deliver a co-ordinated response to tackling anti-social behaviour. There is a mature and well-established approach for working with the full range of local partners to identify and manage vulnerability.

## 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 North Yorkshire Police. We found the plan outlines activity which is consistent with the agreed national priorities for forces. There is no separate action plan for the specific recommendations HMIC made for the force, but there is evidence within the action plan that suggests that these areas are being addressed.

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

HMIC found evidence that North Yorkshire Police had made good progress to improve their response to domestic abuse. There was clear evidence from the file review of an improvement in assessing vulnerability by officers attending incidents. This assessment is supported by specialist reviews within the domestic abuse teams. The additional training now provided to officers and police community support officers further underlines the investment that North Yorkshire Police have made in improving their response to domestic abuse.

## Summary

Good

- The victim satisfaction rate in North Yorkshire has increased in the last 12 months. The victim satisfaction rate (in the 12 months to the end of June 2014) is 88.2 percent ( $\pm 1.2$  percent) for North Yorkshire Police which is higher than the satisfaction rate in England and Wales of 85.0 percent ( $\pm 0.2$  percent).
- The force has a well-established process in place to manage and prioritise activity and the use of resources across the force area in line with threat, harm, risk and vulnerability.
- There are strong local partnership arrangements, particularly in relation to the management of anti-social behaviour. There are effective multi-agency information sharing and joint use of powers to disrupt and prevent crime and anti-social behaviour occurring.

# 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

Within North Yorkshire Police there is a strong focus on vulnerability and the need to protect those at most risk. During the initial call, the control room evaluates each caller and incident using an assessment matrix of threat, harm, risk, investigation, vulnerability and engagement (THRIVE) to identify the appropriate response based on the needs of the caller and the circumstances of the incident and through this process every crime is investigated and victim evaluated.

Every person who is identified as a targeted victim of personal anti-social behaviour or anti-social behaviour related crime meets the criteria for the reporting officer to submit a Vulnerable Risk Assessment (VRA) report to assess the victim's vulnerability and specific needs. Although the VRA procedure should only be used in anti-social behaviour cases where there is a personal impact to the victim, officers are allowed to submit a VRA at their discretion for other types of anti-social behaviour or crimes such as harassment or criminal damage.

High risk cases are processed for multi-agency action with a lead agency identified to manage identified interventions. Lower level cases are assessed by local staff for multi-agency intervention and investigation. Victims who are assessed as high risk, and those who are victims of serious crime, are reviewed as part of the force's daily management meeting process.

The force has recently introduced the victim contact agreement designed to provide a service tailored to the needs of the victim. These are used by officers on early contact with the victim, to agree on methods of contact, how frequently the victims wishes to be kept informed, and also directs the victim to support agencies.

In relation to the Code of Practice for Victims of Crime, HMIC acknowledges the efforts the force has gone to in disseminating information and learning about supporting victims. This demonstrates a clear strategic intention to have a victim-centred approach, which is mirrored in the behaviour and attitude of officers HMIC spoke to. However, HMIC found an absence of Victim Quality Contact Agreements and feedback that the force could do better in keeping victims informed and updated. This was further highlighted in conversations with officers and an unannounced visit to the Witness Care Unit. It is evident that there is a lack of understanding of the roles and responsibilities of different departments in the victim's journey from incident to conclusion, which can lead to gaps in the service provided.

## Investigation

HMIC found a mixed response to investigation. A review of 20 assault investigation files carried out as part of the inspection highlighted a good overall level of response. The safety of the victim in the incidents examined was paramount in the investigation, with the suspect often arrested at the scene or soon after the initial attendance. There are inconsistencies in the logging of information on the crime system, with evidence of enquiries and investigation plans not being entered on the system, those that had showed little planning and rationale and a lack of supervision of the investigation.

There is a structured approach to training in CID which has improved the general capacity and capability in this area, together with the introduction of the investigation 'hub', which is part of the work of the new operating model for the force. In relation to specialist areas such as domestic abuse, sexual crimes, and major crimes, the force provides a good level of training and continuous professional development for staff and officers. Officers are frustrated by limited training opportunities for more tailored training and the reliance on e-learning (NCALT) for training.

Officers and staff expressed real frustration at the timeliness and processes in place for forensic support. Officers stated that the time taken to obtain forensic analysis and reports is too long, which appears to be delaying the course of investigations, reducing the willingness of the victim to support the investigation, and in some cases leading to failure to reach a positive outcome for the victim.



## 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. Arrangements within public protection are particularly good with officers working closely with youth justice and probation with multi-agency visits and plans for offenders. There is a strong commitment to the multi-agency public protection arrangements (MAPPA) and the multi-agency risk assessment conference (MARAC) for domestic abuse victims; these are well-established and well-structured. There is a good understanding of these processes at local level, with input from safer neighbourhood teams.

HMIC found that the integrated offender management (IOM) approach was disjointed with limited evidence of understanding across the force about what the IOM structure does and how it can be used. Unannounced visits showed that the IOM in at least one area is informal, with little by way of structure around decision-making and prioritisation.<sup>1</sup>

The force's approach to the management of organised crime groups (OCGs) could be improved. The force is linked into the regional Yorkshire and Humberside resources in order to understand and map key groups and individuals. There is a monthly assessment of all OCGs which links into the assignment of tasks and co-ordination process for the force. There is a good understanding of cross-border crime in relation to OCGs and automatic number plate recognition is used frequently to identify offenders on motorway networks within the county. However, HMIC found limited evidence of neighbourhood teams understanding OCG activity in their area and the risks they create. Neighbourhood teams are used to provide intelligence to specialist teams but this is on a reactive and 'ad hoc' basis. The force should consider how neighbourhood resources could be used more effectively to disrupt organised crime groups.

## Learning from experience

HMIC found evidence of a corporate mechanism to capture organisational learning centrally and to communicate this back in a formalised way through the Detective Academy and the more recently established Response and Reassurance Academy. There are online portals designed to share and disseminate lessons learnt and good practice in relation to front line policing and investigation. The force issues a monthly organisational learning bulletin via the professional standards department. The Central Operations Portal (COPS) is a central registry for problem solving plans and good practice for neighbourhood policing.

<sup>1</sup> The force uses a range of criteria, in conjunction with partners, to decide who should be managed under the IOM system. The judgments are based on the assessed risk of re-offending across a range of areas.

More could be done to promote these learning tools, and the sharing of learning in the organisation could be more structured. Officers stated that with a high workload there was little time to review this and the learning and knowledge it provided.

## Recommendations

- Within three months, North Yorkshire Police should review the operation and resourcing of the integrated offender management scheme and by March 2015 should develop and have commenced the implementation of an action plan to improve performance against prolific offenders.
- Within three months North Yorkshire Police should ensure that there is clarity in relation to the management of tackling of organised crime groups. The force should take steps to communicate to relevant staff, especially within Neighbourhood team, the tasks and responsibilities they need to perform in order to disrupt and dismantle the group's criminal activity.
- Within three months North Yorkshire Police should develop and commence the implementation of an action plan to improve the quality of investigations which will ensure that:
  - (a) investigating officers and police staff are aware of the standard required and have the professional skills and expertise to fulfil their duties;
  - (b) supervisors know what is expected of them in driving up standards; and
  - (c) there is appropriate monitoring and oversight of investigative quality.
- Within three months North Yorkshire Police should review the resourcing and process for prioritising the examination of forensic submissions. By March 2015 the force should commence the implementation of a plan to improve the prioritisation and timeliness of these examinations.
- Within three months North Yorkshire Police should develop and commence the implementation of an action plan to improve the quality of victim service and contact which will ensure that:
  - (a) investigating officers and police staff are aware of the standards required within the Code of Practice for Victims of Crime, especially in relation to the Victim Quality Contract Agreements, and have the professional skills and knowledge to fulfil their duties;
  - (b) supervisors know what is expected of them in driving up standards;
  - (c) there is appropriate monitoring and oversight of quality and timeliness of victim service and contact; and
  - (d) feedback from victims is used to improve the service provided.

## Summary

Requires improvement

- There is a strong focus on vulnerability and the need to protect those at most risk within North Yorkshire Police. Strategically the force has an ambition to become a victim-centred organisation.
- HMIC found a strong commitment to the multi-agency public protection arrangements (MAPPA) and the multi-agency risk assessment conferences (MARAC). The integrated offender management approach however is disjointed with an inconsistent approach being taken across the force with a lack of understanding of the approach by staff and officers.
- The force could improve the way it disrupts organised crime groups, particularly through more effective use of its neighbourhood teams to tackle such groups.
- The force has invested in building its investigatory capacity, however there is more the force could do in improving supervision and file build quality.

# 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

There is a strong commitment shown by neighbourhood policing officers to community engagement and protecting the most vulnerable members of the community. Each neighbourhood team has a good understanding of their local community concerns and priorities. During the on-site inspection, HMIC found a range of innovative initiatives being used to engage with hard to reach communities such as the Polish community, and the emerging Somali community in Scarborough. The force consults with communities via a range of methods such as community meetings and work with Neighbourhood Watch, as well as engagement through social media such as Twitter and Facebook. Neighbourhood policing teams proactively involve the community in problem solving, using feedback from consultation and analysis to provide an agreed solution to problems.

HMIC found a strong repeat victim focus within the force. Repeat victims are flagged up on the command and control system. Unannounced visits and feedback from the focus groups demonstrated that frontline officers had good awareness of the need to identify repeat victims. HMIC saw a pragmatic approach being taken through a review of the crime system to assess the needs of the victims and an appropriate course of action being taken to meet those needs. Further evidence of this was provided by the call handlers and use of flags on the command and control system to identify repeat victims by location and telephone number. HMIC is impressed with the attitude and approach of officers and staff, especially neighbourhood policing teams, in relation to vulnerability and repeat victims.

## Partnership working

HMIC found that partnership working in respect of anti-social behaviour and community safety is strong. There is significant evidence of effective partnership relationships, information sharing and working in particular in relation to anti-social behaviour and community safety. Partners spoke highly of police involvement and commitment to crime prevention throughout the organisation. We saw consistent evidence of effective partnership working at an operational level with use of analysis, problem solving, crime prevention, and offender diversion. The anti-social behaviour hub in York demonstrates how the partnership between police and other agencies helps to prevent anti-social behaviour and to identify risks of anti-social behaviour escalating into serious crime. This partnership evidenced co-funding, information and systems sharing, and is an excellent example of the results and benefits that this approach brings.

## Improving services to the public

Anti-social behaviour is a clear strategic priority for the force, illustrated by investment and new ways of working such as the hub in York. Independent advisory groups have been established with members recruited from hard to reach and diverse groups to improve communication and involvement between the police and these groups. These members also act as mentors and provide the opportunity for third party reporting for hate crime to the police.

There is a wide range of diversionary activities and projects, many involving partners, to prevent and tackle anti-social behaviour. We found some good example of diversionary activities involving young people such as Rock Challenge which engages young people in staging a community show.

In the 12 months to March 2014, North Yorkshire Police recorded 30,790 incidents of anti-social behaviour. This is a reduction of 8 percent against the previous 12 months.

HMIC has concerns around the level of abstractions from neighbourhood teams to support the response teams. Such abstractions from neighbourhood policing impact on the existing effective partnership working, resulting in officers not being able to attend key multi agency operational meetings and impacting on the level of neighbourhood service provision.

## Recommendations

- Within three months, North Yorkshire Police should review the abstraction of neighbourhood officers to assess the impact on its ability to deliver effective neighbourhood policing and tackle local problems through partnership working.

## Summary

Good

- North Yorkshire Police shows a strong commitment to neighbourhood policing and the neighbourhood policing teams have a good understanding of local concerns and priorities. Neighbourhood officers work well with local people in tackling anti-social behaviour and are committed to ensuring the most vulnerable in their communities are protected.
- HMIC found that partnership working in respect of anti-social behaviour and community safety is strong with significant evidence of effective partnership working and information sharing.
- North Yorkshire Police has a strong repeat victim focus within the force. HMIC were impressed with the attitude and approach of officers and staff, especially neighbourhood policing teams in relation to vulnerability and repeat victims.

# 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.