

**Her Majesty's Inspectorate of Constabulary**



**Baseline Assessment  
West Yorkshire Police**

**October 2005**

*West Yorkshire Police – Baseline Assessment*  
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## Introduction to Baseline Assessment

This report is the outcome of HMIC's assessment of West Yorkshire Police's performance during 2004/05, measuring, where appropriate, the force's progress since the initial baseline assessment published in June 2004, and, where such comparison has not been feasible, gauging performance against agreed standards and known good practice.

Baseline assessment has been developed by HMIC to reflect a dynamic performance environment in which the Police Reform Act and the Policing Performance Assessment Framework (PPAF) have had a significant impact. Baseline assessment makes considerable use of self-assessment and grading criteria to produce one of four delivery grades – *Excellent*, *Good*, *Fair* or *Poor* – across a broad range of policing activities. In many cases, a 'direction of travel' grade – *Improved*, *Stable* or *Deteriorated* – is also noted. Baseline assessment is a diagnostic assessment that generates a tailored programme of inspection activity for each force – ie, future inspection activity will be intelligence-led and will reflect the overall performance of the force.

A number of changes were made to the evidence-gathering frameworks for 2004/05, but the core of the assessment is intact. The changes have:

- absorbed some less substantive issues such as prisoner handling into more comprehensive frameworks;
- enhanced coverage of citizen focus/neighbourhood policing issues; and
- differentiated internal diversity issues such as recruitment from outward-facing service quality and fairness policies.

In 2003/04 we used generic criteria to underpin the various grades, but, with the help of Association of Chief Police Officer (ACPO) business area leads and expert practitioners, specific grading criteria were developed to ensure a more reliable and robust approach to grading this year. Last year's gradings sought to reflect and give credit for improvement – and the converse for declining trends – whereas in 2004/05 the delivery grade is essentially a comparison with peers and performance over time is denoted by the direction of travel grade. Where the framework has changed significantly from last year, as is the case with the two diversity frameworks, it is inappropriate to denote the direction of travel. These frameworks will have a direction of travel assessment in future years. Professional Standards is the subject of a full inspection in all 43 forces in autumn 2005 and therefore has not been graded in this report.

Forces and authorities will be aware of work led by HM Inspector Denis O'Connor, in response to a commission from the Home Secretary to advise him on structural issues, which reviewed forces' capability to deliver 'protective services'. These reviews overlapped with baseline assessments in several areas, notably Tackling Level 2 Criminality and Major Crime Investigation, and HMI determined that the baseline grade should reflect the full body of evidence available. In other areas, such as implementation of the National Intelligence Model (NIM), HMIC is working closely with colleagues in the National Centre for Policing Excellence to arrive at consistent assessments of performance.

The delivery grades for each activity are derived from a combination of objective, quantitative evidence and qualitative assessments that seek to contextualise performance. Judgements are based on available evidence of performance in the year 2004/05, but unfortunately, in a small number of areas, end-of-year data was not available at the point (mid-September) when gradings had to be finalised. The main activities

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affected are Criminal Justice (absence of COMPASS data on file quality, etc) and Fairness and Equality, where information on stop and search activity is not available. In these cases, the most up-to-date information available is used.

The baseline assessment reports for each force will be publicly available on HMIC's website but, for the first time, the summary results (ie, the delivery gradings and direction of travel gradings) will be combined with forces' results against statutory performance indicators (SPIs) to produce a combined assessment. This combined assessment shows performance for each baseline framework and SPI, then combines the results to produce a headline grading for each of the seven domains in the PPAF. So, for example, performance for the Reducing Crime domain might be expressed as *Good* and *Improved*.

The Local Policing domain is intended to show the impact of deploying police resources to meet local (either force or basic command unit (BCU)-level) priorities. HMIC will assess whether these priorities have been derived appropriately and will gauge success in meeting the relevant objectives. Until the Association of Police Authorities has issued guidance to ensure consistent and robust methods of setting local priorities, an interim approach has been agreed. The tripartite PPAF Steering Group has therefore agreed that, for this year and for 2005/06, the Local Policing domain will consist of HMIC's Neighbourhood Policing framework and SPI 1c – the British Crime Survey-based measure of confidence in the force concerned.

The police service is committed to continuous improvement in the quality of services it delivers to local communities. HMIC shares this commitment and sees its activities as a catalyst for improvement. The response of individual forces to last year's assessment has been highly commendable, and tangible improvement is evident in areas such as call handling and volume crime reduction. But because the comparison in performance terms is with the force's peers (using the most similar force (MSF) groupings), it is possible to improve over time and yet still receive a *Fair* or even *Poor* grade. This is notable in the grades for volume crime reduction and reflects the fact that expectations on forces are high, and that the performance of similar forces is the benchmark. Increasingly, the service is setting itself – or is being set by Ministers – demanding targets for the quality of services it provides; wherever such standards and targets have been set, HMIC will inspect against them.

*The Future Development and Application of Baseline Assessment*

As the name implies, this assessment represents a baseline against which the force's future performance will be gauged. Using NIM-type risk assessment, HMIC will use the results set out in this report to shape the extent and nature of inspection activity in the coming year. A number of forces will benefit from 'inspection breaks', with only a light-touch validation of their self-assessment in 2006 and an HMI-led assessment of leadership and corporate governance.

While seeking to minimise changes to the structure and content of the baseline frameworks, we will take expert advice on how to tighten them and make them absolutely 'fit for purpose'. Incorporating some of the 'protective services' issues is an important development. An ACPO lead has been identified for each framework area and will have a key role in agreeing the content and specific grading criteria (SGC), and will subsequently be involved in moderating the gradings in summer 2006. The revised frameworks and SGC will be issued together by December 2005.

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*Conclusion*

This assessment is the result of on-site work conducted by HMIC staff officers, on behalf of HM Inspector Mr Ken Williams, CVO, CBE, QPM, BA, in spring 2005. It takes account of a wide range of documentary evidence, structured interviews at headquarters and in BCUs, and the results of consultation with many of the force's partner agencies and other stakeholders. Performance data has been examined to identify recent trends and to make comparisons with other forces using financial year performance data.

The following forces have been identified as being most similar to West Yorkshire in terms of demography, policing environment and other socio-economic factors: Greater Manchester, Merseyside, Northumbria, South Yorkshire and West Midlands. When making comparisons in this report, the average performance in this group, known as the MSF group, will be used.

HM Inspector wishes to thank the members of the force and police authority for their assistance in supplying information, conducting self-assessment and setting aside time to speak to HMIC staff. The assessment would not have been possible without their assistance and contribution.

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

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<b>4 Promoting Safety (PPAF domain 3)</b>		
<b>4A Reassurance</b> <ul style="list-style-type: none"> <li>Operational activity to reassure communities</li> <li>Use of media to market success</li> <li>Uniformed patrol and visibility</li> <li>Extended police family</li> <li>Performance in reducing fear of crime</li> </ul>	<b>4B Reducing Anti-Social Behaviour (ASB) and Promoting Public Safety</b> <ul style="list-style-type: none"> <li>Non-crime activities of CDRPs and other partnerships</li> <li>Use of ASB legislation, tools, etc</li> <li>Road safety partnerships</li> <li>Emergency planning</li> </ul>	
<b>5 Providing Assistance (PPAF domain 4)</b>		
<b>5A Call Management</b> <ul style="list-style-type: none"> <li>All aspects of call handling and call management</li> <li>Initial incident response</li> <li>Early identification of critical incidents</li> <li>Performance in answering and responding to public calls</li> </ul>	<b>5B Providing Specialist Operational Support</b> <ul style="list-style-type: none"> <li>Management of central operational support</li> <li>Police use of firearms</li> <li>Capability for policing major events/incidents</li> </ul>	<b>5C Roads Policing</b> <ul style="list-style-type: none"> <li>Effectiveness of arrangements for roads policing</li> <li>Integration/support for other operational activity</li> </ul>
<b>6 Resource Use (PPAF domain B)</b>		
<b>6A Human Resource (HR) Management</b> <ul style="list-style-type: none"> <li>HR strategy and costed plan</li> <li>Key HR issues not covered in 6B or 6C</li> <li>Health and safety</li> <li>Performance in key HR indicators</li> </ul>	<b>6B Training and Development</b> <ul style="list-style-type: none"> <li>Costed training strategy and delivery plan</li> <li>Key training and development issues</li> </ul>	<b>6C Race and Diversity</b> <ul style="list-style-type: none"> <li>Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability</li> <li>Performance in meeting key targets</li> </ul>
<b>6D Resource Management</b> <ul style="list-style-type: none"> <li>Resource availability</li> <li>Effective use of resources to support front-line activity</li> <li>Devolved budgets</li> <li>Finance, estates, procurement and fleet management functions</li> </ul>	<b>6E Science and Technology Management</b> <ul style="list-style-type: none"> <li>Information systems/ information technology (IS/IT) strategy and its implementation</li> <li>Programme and project management</li> <li>Customer service</li> <li>Adequacy of key systems</li> <li>Business continuity/disaster recovery</li> </ul>	<b>6F National Intelligence Model (NIM)</b> <ul style="list-style-type: none"> <li>Extent to which structures, processes and products meet NIM standards</li> <li>Integration of NIM with force planning and performance management</li> <li>Use of community intelligence</li> <li>Application of NIM to non-crime areas</li> </ul>
<b>7 Leadership and Direction</b>		
<b>7A Leadership</b> <ul style="list-style-type: none"> <li>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</li> <li>Effectiveness of succession planning</li> <li>Promotion of corporacy</li> </ul>	<b>7B Strategic Management</b> <ul style="list-style-type: none"> <li>Integrated strategic planning framework</li> <li>External communication/ consultation</li> <li>Relationship with local police authority (PA)</li> <li>Police reform implementation</li> <li>Internal communication/ consultation</li> <li>Programme and project management</li> <li>Management of reputation/ public expectations</li> </ul>	<b>7C Performance Management and Continuous Improvement</b> <ul style="list-style-type: none"> <li>Effective performance management structures and processes at all levels</li> <li>Quality and timeliness of performance/management information</li> <li>Internal inspection/audit/ quality assurance (QA) systems</li> <li>Effectiveness of joint force/PA best value reviews (BVRs)</li> </ul>

## **Force Overview and Context**

West Yorkshire is a large metropolitan county in the Yorkshire and Humber region, with a population of around 2.1 million. The service sector has grown to account for over 70% of employment, offsetting job losses in primary production (especially mining), manufacturing and construction. In spite of some losses the manufacturing sector is still a key employer. Earnings are slightly above the regional average and approximately 92% of the national figure; offsetting this is the fact that house prices are among the lowest in the country. In terms of demography, West Yorkshire closely reflects the national picture except for a higher than average number of young people, particularly in the under-20 age group. The largest district is Leeds with a population of just under 716,000. The county's black and minority ethnic (BME) communities are concentrated in Bradford (21%) and to a lesser extent Kirklees (14%), with people of Pakistani and Indian origin making up the largest minority ethnic group. Yorkshire and the Humber is also one of the top three dispersal regions for asylum seekers in England. This has generated some community tensions that have to be policed accordingly.

The force headquarters (HQ) is in the city of Wakefield, which forms one of ten divisions (basic command units (BCUs)). Divisions (or groups of divisions) have boundaries that are coterminous with the five local authority and crime and disorder reduction partnership (CDRP) areas. The Association of Chief Police Officers (ACPO) team is based at HQ and comprises the Chief Constable, deputy chief constable (DCC), assistant chief constables (ACCs) territorial operations, operations support, organisational support and partnerships, and assistant chief officer finance and business services. The Chief Constable, Colin Cramphorn, has been in post for almost three years. The ACC (territorial operations) and ACC (partnerships) were appointed in December 2004. The remainder of the team has been in post for a number of years. The command team has a wide range of knowledge and ability being a blend of very experienced senior officers and newly appointed ACCs.

In terms of resources, West Yorkshire continues to argue that it does not fare well from the funding formula. Expenditure on policing per head of the population is below the metropolitan average. Following consultation, the Authority has managed to offset this by agreeing increases in budget and precept that far exceed inflation. This has enabled the Force to increase its strength to record numbers as well as making significant investment in forensics, IT, equipment and infrastructure.

In 2004/05, West Yorkshire's share of the formula per head of resident population was £173.70 compared with a metropolitan force average of £186.08. If West Yorkshire received average funding this would amount to an extra £26 million annually. The force having the seventh lowest precept in the country of £107.06 in 2005/06 compounds this situation. It considers itself 639 officers below the metropolitan force average as a result.

West Yorkshire has undergone some significant changes since June 2003. The Chief Constable introduced the operational framework to outline to the force the way it should conduct its business. The framework is refreshed on an annual basis and reflects the force strategy. Policies and guidance have been aligned with that framework and work is progressing in developing the policing style and philosophy of the force. In June 2003 the command team portfolios changed to introduce a new system of corporate and operational performance reviews and to refocus activity around key areas of business. This change also allowed the force to introduce the post of ACC (partnerships), which has played a significant part in dealing with the strategic issues surrounding overall partnership activity. The best

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value reviews (BVRs) of divisional structures, the management support department, discipline and complaints, operational support and criminal justice support have recently been completed. The BVR programme is continuing with reviews of recruitment and divisional administration.

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Summary of Judgements	Grade	Direction of Travel
<b>1 Citizen Focus</b>		
1A Fairness and Equality	<b>Fair</b>	
1B Neighbourhood Policing and Community Engagement	<b>Fair</b>	<b>Improved</b>
1C Customer Service and Accessibility	<b>Fair</b>	<b>Improved</b>
1D Professional Standards		
<b>2 Reducing Crime</b>		
2A Reducing Hate Crime and Crimes against Vulnerable Victims	<b>Fair</b>	<b>Improved</b>
2B Volume Crime Reduction	<b>Fair</b>	<b>Improved</b>
2C Working with Partners to Reduce Crime	<b>Good</b>	<b>Improved</b>
<b>3 Investigating Crime</b>		
3A Investigating Major and Serious Crime	<b>Good</b>	
3B Tackling Level 2 Criminality	<b>Good</b>	
3C Investigating Hate Crime and Crimes against Vulnerable Victims	<b>Fair</b>	<b>Improved</b>
3D Volume Crime Investigation	<b>Good</b>	<b>Improved</b>
3E Forensic Management	<b>Excellent</b>	<b>Improved</b>
3F Criminal Justice Processes	<b>Good</b>	<b>Stable</b>
<b>4 Promoting Safety</b>		
4A Reassurance	<b>Good</b>	<b>Improved</b>
4B Reducing Anti-Social Behaviour and Promoting Public Safety	<b>Good</b>	<b>Improved</b>
<b>5 Providing Assistance</b>		
5A Call Management	<b>Good</b>	<b>Improved</b>
5B Providing Specialist Operational Support	<b>Good</b>	<b>Stable</b>
5C Roads Policing	<b>Fair</b>	<b>Improved</b>
<b>6 Resource Use</b>		
6A Human Resource Management	<b>Good</b>	<b>Improved</b>
6B Training and Development	<b>Fair</b>	<b>Improving</b>
6C Race and Diversity	<b>Fair</b>	
6D Resource Management	<b>Good</b>	<b>Improved</b>
6E Science and Technology Management	<b>Good</b>	<b>Stable</b>
6F National Intelligence Model	<b>Good</b>	<b>Improved</b>
<b>7 Leadership and Direction</b>		
7A Leadership	<b>Good</b>	
7B Strategic Management	<b>Good</b>	<b>Stable</b>
7C Performance Management and Continuous Improvement	<b>Good</b>	<b>Improved</b>

## 1 Citizen Focus (Domain A)

The Chief Constable has set out organisational standards around diversity within the Chief Constable's operational framework. The force has well-developed partnerships and systems to ensure full integration of diversity, equality and fairness issues in all aspects of its business.

Neighbourhood policing was launched in January 2005 by the DCC. Structures and systems are being developed to ensure corporacy of approach and that the delivery of neighbourhood policing services results in a further improvement in performance.

West Yorkshire has well-established consultation links, in conjunction with the PA, to ensure public views are actively considered and managed. There are a number of developments around the current police estate to improve accessibility to services.

### 1A Fairness and Equality

Fair
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#### Strengths

- The Chief Constable has set out the organisational standards in relation to diversity in his operational framework. Divisional commanders have specific diversity objectives within their personal development review (PDR).
- The diversity unit manages the race equality scheme (RES) and this is monitored by a steering group chaired by the ACC (organisational support), which includes representatives from the PA and the well-established force independent advisory group (IAG). Progress against the RES and its action plan is a standing item on the fairness in action steering group of the PA.
- The force RES and action plans are published on the intranet and internet sites. The RES sets out the arrangements for the monitoring and quality assurance functions, and policies, strategies and plans. The Commission for Racial Equality (CRE) conducted a formal investigation of the police service during the course of this baseline assessment. The force RES was found to be non compliant; however, after revision by the force the CRE has deemed the scheme lawfully compliant.
- Each of the five local authority districts within the force area has well-established race and hate incident monitoring groups. These groups are regularly used to debate issues pertinent to this field of work.
- The force has a series of comprehensive policies and procedures, both internally and with partners to deliver and monitor services that have particular impact upon distinct community groups. Winning the Race and the Macpherson Report issues are managed by a force working group.
- The media and public relations (PR) department promotes force policy and strategies on a range of issues including race and equality through a variety of media including force messages being available in relevant languages and visuals.

- Professional standards data relating to complaint statistics around diversity issues is scrutinised and addressed, with the head of professional standards being involved in the review of noticeable changes.
- The West Yorkshire Police Lesbian, Gay, Bisexual and Transgender Policing Initiative is now in its sixth year. It now combines local meetings (within divisions) together with a series of special events on relevant issues.
- Divisions currently hold casework and scrutiny meetings in respect of diversity issues. A paper proposing standardisation of the scrutiny process across the force, to incorporate issues such as stop and search, was submitted to the PA early in 2005.
- The force has regular, scheduled meetings with the National Asylum Support Service and Immigration Service together with other forces in the region. This enables up-to-date knowledge and understanding of current issues of both an operational and a political nature. Information is then circulated to relevant parties within force (force intelligence/community safety staff/divisional commanders) for intervention and monitoring.
- There are officers deployed in divisions across the force that are devoted to youth-related issues. Their remit is to work directly with young people, either on a one-to-one basis or in groups, through a number of projects and initiatives.
- The young citizens' panel consists currently of 45 separate panels and since their inception they have undertaken surveys, the outcomes of which are communicated to the force command team and divisional commanders who consider them when developing force policy.
- The force has in place a Disability Discrimination Act (DDA) project board, comprising representatives from across the organisation, looking at both the internal and external elements of the DDA. From this a prioritised plan of work has been determined aimed at making improvements to physical access of force buildings and services.
- The force holds 'master classes' on specific topics to ensure adequate understanding of the issues together with individual and corporate responsibilities. The most recent of these have been about the DDA. In addition to new policies and legislative changes, master classes are also held for other diversity areas.

### **Areas for Improvement**

- During 2004/05, overall victim satisfaction remained in the bottom quartile of MSF group comparisons, with satisfaction rates below MSF group and national averages in each category.
- The force is currently undertaking a project to identify better ways of supporting vulnerable victims and recommendations will be considered by the command team when the report is concluded in summer 2005.
- Multi-faith groups are being established across the force area. The development of

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a Muslim Safety Forum for Northern England is currently being considered, with West Yorkshire Police expecting to play a major co-ordinating role.

- The RES has facilitated the development of positive links with members of the gypsy and traveller communities. The first traveller hate incident reporting centre has been established in Leeds and work is ongoing to develop this link.
- The force is in the process of developing a community cohesion strategy covering all themes within this area of work. The National Centre for Policing Excellence community cohesion pilot is being managed at Bradford North division, and will influence the development of the force strategy.
- Performance indicators are being developed to support the RES and will focus on all areas that are disproportional, together with monitoring of public satisfaction and confidence in services provided. Issues arising from the analysis of these indicators will be addressed through the force corporate and performance review mechanisms.
- In partnership with the local criminal justice board (LCJB), work is being carried out by the West Yorkshire race issues advisory group to form a multi-agency minority ethnic consultative committee. This will operate at a county level and will provide advice on policies and procedures pertaining to race. The group has commissioned research by Hull University to monitor confidence levels in criminal justice agencies among black and minority ethnic (BME) communities.

## 1B Neighbourhood Policing and Community Engagement

Fair	Improved
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### Strengths

- Following the launch of neighbourhood policing in January 2005, a delivery team has been created with representatives from each division, and is chaired by the ACC (territorial operations). The team oversees the development of neighbourhood policing within West Yorkshire by carrying out compliance audits and identifying ways of developing a corporate West Yorkshire model.
- The force monitors community tensions to enable appropriate responses to be made. This involves reporting mechanisms in districts and divisions feeding into a central point within the force intelligence unit (FIU). Community tension issues are included within the force and divisional strategic intelligence assessments (SIA) and feature as part of the tasking and co-ordination process.
- The PA has a consultation strategy, designed to improve the effectiveness of public and stakeholder consultation and guarantee that results are reflected in decision making. In addition, local authority partners carry out formal consultation events and local police commanders respond to the results of such exercises.
- The media and PR department is engaged with the PA in consultation issues. The department provides exhibitions and event management support to the PA and force in hosting a series of public consultation events.
- The policing strategy 2005–08 has been developed in co-operation with all five CDRPs. It is recognised that the continuing presence of community safety co-ordinators has ensured local level policing is strongly influenced by community audits carried out under the CDRP strategic planning process.
- The role and deployment of police community support officers (PCSOs) has been developed on the basis of understanding community needs and responding accordingly. The independent evaluation of the impact of PCSOs in Leeds and Bradford undertaken by Leeds University has positively influenced the direction of subsequent rounds of PCSO recruitment.
- Demographic data is provided via the force intranet site and available to all staff. The demographic information ranges from profiles for the whole of West Yorkshire down to individual police beat profiles. Overlaying these with CDRP community profiles, the social and economic differences are effectively utilised to maximise funding opportunities and increase deployment options to reduce crime and disorder in the most socially disadvantaged areas.
- Special constables and volunteers in policing are involved in local and force-wide community safety policing campaigns on a regular basis. Neighbourhood speed-watch projects have been set up in a number of divisions and are staffed by specials and volunteers in policing who then relay the information to traffic officers for further action as necessary.

- Divisional estate strategies are currently being produced, with the support of the estates department, to take account of neighbourhood policing requirements. One local authority is involved in public consultation for the establishment of a number of 'one stop shops' and the force is working with them to develop this opportunity.
- Operation Banrock is a good example of responding to community needs identified through information and intelligence and developing a joint agency response. From the tasking process, the resources of each agency (police, vehicle licensing and local authority) were directed to provide robust policing, clean streets, removal of unlicensed vehicles and the rapid repairs to houses and street furniture. Increased public confidence and reduced offending were the principal outcomes.
- An additional 19 neighbourhood inspectors posts have been created to further develop neighbourhood policing across the force.
- A training course is currently being delivered to internal and external partners, concentrating on problem-solving techniques and suitable interventions. The project manager has completed the Home Office associated trainer award and is delivering this course along with partner organisations.

#### **Areas for Improvement**

- A strategic community engagement project is being managed through the ACC (partnerships). Working with the regional Government Office for Yorkshire and Humberside, the PA and the five CDRPs, the intention is to develop an enhanced approach to engaging the community at all levels during 2005/06.
- There is a need to identify sufficiency of resources to properly structure, support and deliver neighbourhood policing. Some divisional community safety functions have been affected as resources are moved across to support its development. Neighbourhood policing needs to have capacity and ability to undertake partnership work at a local level but supported by, and operating within, a divisional community safety framework.
- The Deighton community centre project will open in May 2005, within the Kirklees Council area. The centre will house police, Sure Start programme staff, Primary Care Trust staff, Kirklees neighbourhood housing officers and Kirklees early years' service staff. The centre was established following public consultation and the identification of demand.
- The provision of police data to CDRPs is a routine monthly procedure. There is potential to extend the use of CDRP data from the five local authorities within the West Yorkshire area, in order to further improve performance.
- A review is taking place on the effectiveness of established crime prevention panels. Initial assessments indicate that they have become too removed from communities. One option being considered is to relaunch the initiative and develop further panels based on specific local communities rather than at a divisional level, as at present.
- A neighbourhood policing website is currently being developed which will allow the

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public to search by postcode and identify local activities. Work is under way to create local neighbourhood action team web pages, with telephone contact details and names of members of the neighbourhood policing teams.

## 1C Customer Service and Accessibility

Fair	Improved
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### Strengths

- The Chief Constable's Operating Framework (CCOF) underlines the force commitment to the community as a customer and this together with the policing strategy is communicated widely through the organisation. All force policies are linked to the CCOF.
- The ACC (partnerships) provides a command team lead on customer service and the DCC has a lead role in relation to the link to planning and performance. The ACC (partnerships) has also been appointed as the programme sponsor for the introduction of the quality of service commitment.
- Analysis of the force survey programme is embedded within the performance management framework with divisional satisfaction results incorporated within monthly management information. Divisional commanders and department heads are required to take responsibility for building their response to customer consultation into their local plans and demonstrate how they have focused on customer needs.
- The West Yorkshire Police survey programme amounts to almost 7,000 surveys each month to victims and customers, to canvass their views on services. In addition, over 900 general public perception surveys are sent out to members of the public, selected at random, to ask for their opinions on policing priorities, fear of crime and the general service provided.
- Quality assurance dip sampling is being adopted and the results from this will be assessed as part of the quarterly corporate review. An IT system to monitor customer and victim satisfaction (Qualtrak) is being developed to monitor customer and victim satisfaction.
- The force fact finder is now on the internet to give the public answers to questions and address concerns. The content is reviewed quarterly by a member of the command team, media and PR department and management support to ensure it remains current and addresses issues highlighted through force survey activities.
- Changes have been made to the force website for ease of access for people with visual impairments and dyslexia.
- West Yorkshire Police agreed a service level agreement (SLA) in 2004, for victims and witnesses that contain common minimum standards for West Yorkshire Police, the Crown Prosecution Service (CPS), the courts services and victim support. This is an area of constant review and improvement of services arising out of No Witness, No Justice, the victims' code and the SLA.
- The victims' champion sets common minimum standards for all divisions and departments based on the victims' code. For example, there is a strong customer focus and service element of training provided to crime recording agents in the crime-recording bureau.

- The force is committed to an evidence-based reward system for staff providing exceptional service at force, divisional and departmental level. This includes the recognition of the role played by police staff as well as officers.
- The estates strategy addresses the need for easier access by the public to policing services. It focuses on support to neighbourhood policing and addresses specifically the establishment of contact points. Each division is currently developing a local estate strategy to complement the force position, such as the use of mobile police stations.
- There are a number of well-documented schemes across the force where collaboration with partners has brought about or is in the process of bringing about greater interface with the public; for example, the Deighton community centre project.

#### **Areas for Improvement**

- The latest satisfaction surveys show West Yorkshire currently performing below MSF and national averages.
- The project team involved with the demand management programme are familiar with the quality of service commitment and the requirements for this area of delivery are being built into the qualitative performance measures that are integral to this programme. The 'commitment' will be built into the future call handling and demand management processes from the ground up.
- Of the force buildings that are open to the public, 79.2% of them are suitable for and accessible by disabled people. This is below the MSF group average and places the force in the second quartile.

## **1D Professional Standards**

HMIC has a statutory responsibility to remain fully informed as to the effectiveness of forces' handling of complaints. Following the transition to baseline assessment, and the high-profile outcomes of three separate national inquiries, Her Majesty's Inspectors identified the need for a focused inspection of professional standards (including complaints) in each force to provide a robust comparative baseline for ongoing assessments of progress.

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

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

## 2 Reducing Crime (Domain 1)

The force has experienced a substantial reduction in overall crime of 19.1%. Recorded offences of domestic burglary have decreased by 37%, robberies by 41.3% and vehicle crime by 31%. Violent crime offences have also decreased by 5.4%. By opening up a substantial number of third-party reporting centres, the force has experienced an increase of 14.2% in the numbers of religiously or racially motivated offences reported. The force is robust in its application of the national crime recording standard guidelines.

There is active chief officer commitment to partnership working led by the ACC (partnerships) and there are a number of effective partnership structures in place throughout the force. West Yorkshire works closely, at a strategic level, with the Government Office in developing effective performance around partnership delivery. Partnerships are well integrated, intelligence led and focused on providing benefits to communities and victims.

### 2A Reducing Hate Crime and Crimes against Vulnerable Victims

Fair	Improved
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#### Strengths

- The chief officer lead for hate crime within force is the ACC (partnerships). At divisional level, responsibility is with the divisional commander who personally oversees the finalisation of all hate incident investigations.
- Hate-crime reduction is incorporated within each of the district CDRP plans, with strong police activity at divisional commander level.
- While there has been an overall increase of 14.2% in the recording of hate crime, this is congruent with the force strategy of increasing reporting in order to achieve a benchmark that will then lead to a long-term reduction through an effective intelligence-led partnership approach.
- Each of the five local authority areas has a developed multi-agency hate-crime partnership, where the local authority and the police are lead partners. All partnerships have a strategy, which aims to increase reporting of such incidents and reduce repeat victimisation rates. This is being achieved principally through the hate incident reporting centres, but also linked into local authorities' public service agreements (PSAs).
- The force hate-crime policies are readily accessible on the intranet policy database and are continually monitored against ongoing developments in this field. The force policies and strategies are based on the ACPO hate-crime manual and good practice and tactical guidance, with ongoing scanning to ensure compliance.
- The force has effective data mechanisms that capture a comprehensive range of indicators and information and allow effective targeting of resources and locations.
- The force has developed a child abuse investigation database, called VIVID. VIVID records all referrals to the police, including instances of domestic violence (DV) where children are present or involved. Police operational staff have the facility to

enter details of all child abuse investigations onto VIVID and this is allocated to the child abuse investigation unit.

- Following the Climbie report, West Yorkshire Police, in consultation with the five social services departments, produced a practitioner's guide for dealing with referrals to social services or police. The guide defines the type of referral received with an example and determines the action that police, social services and joint action should be taking.
- The force has developed a joint audit tool with Leeds Social Services, to audit practice around referrals and ensure compliance with this and other Climbie recommendations. The force adopts a system of operating guidelines, within which are details to operational officers on how they should receive, record, deal with and refer incidents of suspected child abuse.
- The child and public protection unit (CPPU) maintains an intranet site, which provides a briefing for officers on the types of abuse that may be committed and other material aspects pertaining to this specialised type of crime.
- The chief officer lead on DV within force is the ACC (partnerships). DV is incorporated within each of the district's CDRP plans, with strong police activity at BCU level working with partners. Effective information-sharing protocols have been established under the Crime and Disorder Act. A vulnerable victim co-ordinator is in place at HQ to co-ordinate activity and promote best practice.
- The force performance around DV incidents, where an arrest was made related to the incident, places it above the MSF group and national averages.

### **Areas for Improvement**

- Work is also ongoing to develop a youth and schools resource in respect of hate crime in order to interact with and educate potential victims and perpetrators.
- The force is in the process of establishing corporate standards in relation to the use of a risk assessment model that provides a framework and standardised methodology for the supervision of DV-related investigations.
- There have recently been a number of Home Office and ACPO reports published relating to DV, rape, race crime, missing persons and vulnerable victims in general. From these reports a project has been commissioned which will review the interconnecting issues against force processes and make recommendations for improvement.
- The force is developing a new and inter related system to deal with people missing from home. The developments will incorporate additional vulnerability factors and improved risk assessments.
- While there is evidence of National Intelligence Model (NIM) led activity in relation to DV and hate crime, the current daily NIM briefings omit references to performance in these areas. There is work ongoing to develop the information to reinforce the importance of these areas to officers.

## 2B Volume Crime Reduction

Fair	Improved
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### Strengths

- West Yorkshire has continued to experience reductions in all categories of crime, including violent crime. During 2004/05 the force reduced domestic burglary by 37%, violent crime by 5.4%, robbery by 41.3% and vehicle crime by 31%. Overall recorded crime has been reduced by 19.1%. This improved the force in relation to both MSF group and national comparisons.
- The ACC (territorial operations) is the clear lead for volume crime reduction and is supported by a chief superintendent with a territorial policing support team whose primary focus is on volume crime performance. The territorial policing support team carries out analysis to identify where the force has the opportunity to have the greatest impact. The unit provides evidence for the operational performance review as well as coaching and counselling for crime managers and divisional commanders. Differentiated volume crime targets are set for each division to reflect local profiles.
- A force volume crime strategy is now in draft form and its implementation is reviewed and amended by the volume crime strategy group. All essential process owners are included within the strategy, modelled on ACPO's 'professionalising the investigation process' and follow the significant point approach contained in the ACPO guidance. The approach provides a clear corporate framework and compliance is managed through the corporate and operational review systems.
- Each division has completed a violent crime problem profile to assist in identifying the essential areas to address in their respective violent crime reduction strategies.
- The NIM is an essential process within force. It has been effectively used to address non-priority volume crime such as criminal damage with effective deployment of the extended police family and partners leading to significant reductions in hotspot areas (eg Bradford North).
- All divisions are fully NIM compliant and follow a fortnightly cycle of tactical intelligence assessments with weekly review, together with biannual SIAs with quarterly review.
- Partners are becoming more actively involved in the tasking and co-ordination processes and all CDRPs now publish an SIA that drives other agency activity in pursuance of agreed priorities.
- The levels and potential impact of false reporting has been addressed by the force-wide 'keep it real' campaign, and proactive use of the media together with the extension of fixed penalty notices for wasting police time have reinforced the campaign.
- A dedicated homicide and major enquiry team (HMET) is now in place. BCUs can now operate with minimal abstractions taking place in only exceptional cases. They can therefore plan local initiatives with the confidence that resources will be

available.

- Joint HQ and divisional initiatives are a regular feature of force-wide activity and have contributed to the successful reductions evident over the last 18 months. Notable examples include Operations Cape, Directory, Talon, Embrace, Banrock and Brava. These long-term operations have responded to the recognised increases in volume crime and anti-social behaviour (ASB) by disrupting and dismantling the criminal networks. Reductions in volume crime are evident from the evaluations.
- Each division has an identified incident pattern analyst who routinely identifies a 'top ten' approach to calls for service locations, which are then allocated to community policing teams and are addressed through problem-solving action plans. Outcome reviews and sharing of good crime reduction practices take place. Each division now has a 'what works for us' web page capturing such practices, which is accessible to all internal staff.
- The force is committed to tackling alcohol-related crime and is involved with essential partners in addressing these problems. The youth and schools officers include alcohol education as part of the drugs education strategy within the force drugs policy.

#### **Areas for Improvement**

- The force control strategy does not reflect the breadth of priorities set out in the Chief Constable's operational framework, nor does it recognise the range of issues raised in the strategic assessment or through local consultation with CDRP partners. ASB, DV and commercial burglary could be included in future control strategies.
- All divisions are working with local authority partners to produce licensing strategies aimed at maximising the opportunities presented by new powers under the Licensing Act 2003. When completed, these will provide a number of measures aimed at reducing the current levels of incidents and improving public reassurance.
- While the force has achieved a reduction of 2.6% in repeat domestic burglary offences, it remains above the MSF group and national averages in this category.

## 2C Working with Partners to Reduce Crime

Good	Improved
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### Strengths

- The ACC (partnerships) sits on all five district local strategic partnerships. The Chief Constable and ACC (partnerships) sit on the West Yorkshire LCJB. The ACC (partnerships) also sits on the LCJB executive with the chief crown prosecutor and the head of court services. The ACC (partnerships) also chairs the delivery group, which is a multi-agency group of criminal justice agencies with a focus on performance.
- The force has a partnership strategy and partnership policy guidance, which cover protocols and standards for partnership working. Local priorities are embedded into CDRP plans. The policing strategy 2005–08 was developed in close co-operation with all five CDRPs.
- The force level policing plan working party involved the delivery manager from regional Government Office in its planning meetings to ensure alignment of targets set by the force and CDRPs within West Yorkshire.
- Good partnership practice is evident in Chapeltown division, where one operation resulted in 70 dealer arrests. Drug outreach workers were quickly on the streets and the drug action team (DAT) secured the services of a doctor to be available each day to assess and prescribe users that the outreach workers located.
- Another recent operation was conducted in relation to the beggars, rough sleepers and street drinkers in Leeds City Centre. ASBOs (Anti-Social Behaviour Orders) against 15 persistent offenders were imposed by the court. With the DAT on board, 10 of the 15 went into some sort of treatment and all but two got some form of address or accommodation.
- The five district community safety co-ordinators are key players in the compilation of the audits undertaken in advance of the three-year strategies under the Crime and Disorder Act. They have now become involved in annual reviews of the audits to ensure that priorities identified are still relevant. All are co-located within strategic partnerships and do not have any dual function to deflect them from supporting the CDRPs.
- Analytical work undertaken at divisional level is utilised to assist in the preparation of the partnership SIA, and CDRP analysts receive support and training from divisional intelligence analysts.
- The force has been fully supportive of the ‘single pot’ approach to funding opportunities, and has utilised key funding streams to ensure that partnership priority rather than pure police performance targets have received appropriate resourcing and commitment.
- The force has an income generation steering group that provides strategic advice to the Chief Constable and tactical direction to the income generation unit, which is part of HQ community safety.

- The force has one income generation policy, which covers the areas of external funding, sponsorship, donations, trading and charitable fundraising. The unit has also developed a funding database that contains sources of external funding and business partners. This information is shared with staff and voluntary and community groups to maximise income and activity for crime reduction in West Yorkshire.
- The business partnership manager chairs the regional police forum for income generation group. This group provides a regional network to share expertise and good practice and to generate income for regional projects. The group links in with ACPO (crime) to provide a structured basis and evidence of need for regional projects to be initiated.

### **Areas for Improvement**

- Extensive work is under way to merge DATs with CDRPs. This is happening at a different pace across the county for a number of reasons.
- Incident pattern analysis is now being developed further to assist partners in education, youth services and environmental services address quality of life and ASB issues in a more robust and intelligence-led way.
- The force is continuing to work with Government Office around performance measurement of CDRP activity. This is being further developed around the local area agreements that have been established within force.

### 3 Investigating Crime (Domain 2)

Serious and organised crime, together with issues around level 2 criminality, feature in the force strategic assessment and the force actively seeks and shares intelligence across a wide spectrum of sources. The development of the HMET and the systems in place within crime division have enhanced performance and capability in this area.

Across the range indicators for this domain, West Yorkshire is, in the main, positioned in either the top or second quartiles of its MSF group comparisons.

The management of forensic resources continues to be a significant contributor to the performance around crime investigation.

The arrangements for the investigation of offences involving hate crime or vulnerable victims continue to improve, resulting in a 3% increase in offences detected during 2004/05.

#### 3A Investigating Major and Serious Crime

Good
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##### Strengths

- The force lead is the ACC (operational support) whose areas of responsibility include the HMET, crime division and operations division.
- West Yorkshire Police uses the criteria set in the murder investigation manual, MIRSAP and MODACE for identifying critical incidents and the setting up of a major investigation. A daily community intelligence brief is prepared and circulated daily to outline any major events or issues that may impact on the force and the HQ logistics department responds accordingly.
- Senior investigating officers (SIOs) discuss the options of utilising support from the national crime operations faculty and other specialist advisers with the head of the HMET at the commencement of and throughout investigations.
- The HMET was established from 1<sup>st</sup> April 2005. The new unit will investigate all A, B, and C category investigations, all stranger rape and kidnaps.
- Within the HMET there is a detective chief superintendent, eight detective superintendents (SIOs) and dedicated HOLMES (Home Office Large Major Enquiry System) supervisors with full-time responsibility for major investigations. They are fully accredited to national crime operations faculty standards and have all completed the management of serious crime course and the SIO modular training. Some SIOs have specialist training in counter terrorism, kidnap and extortion and senior identification management.
- A dedicated staff of 1 detective inspector and 6 detective sergeants, 11 indexers and 2 trainers comprise the operational HOLMES team. They are complemented by a further 150 supervisors trained in key management roles (receivers, readers, office managers) and a further 83 indexers and support roles who are normally deployed on BCUs and in departments.
- All detective chief inspectors (DCIs) in force who are to perform the role of deputy

SIO are required to have completed the SIO modular training.

- Current arrangements include a 24/7 call-out rota for detective superintendent SIOs. The rota is published and accessible via the intranet.
- The force has 60 trained specialist interviewers, who are available on request to SIOs. These are routinely used on major enquiries and documented as a matter of policy.
- A crime-scene management course is held in force to train front-line supervisors in effective crime-scene management. This is co-ordinated by the scientific support department. All probationary officers and PCSOs receive input on the importance of proper security at crime scenes and maintaining the integrity of any cordon. This is also delivered to supervisors in communications rooms who assist in co-ordinating any call out arrangements.
- When a major incident or serious crime occurs and an SIO is appointed, a community impact assessment is carried out. This assessment is documented following a meeting between the relevant divisional commander, community officers, the SIO and relevant representative members of the community. Any decisions take into account the affect they may have on the community both in the short, medium and long term.
- There is a separate major crime review team consisting of a detective superintendent (ex SIO), a DCI, detective inspector and a small team of detective staff dedicated to reviews of ongoing major crime investigations to assist the SIO. The reviews are detailed, require the completion of an investigation report by the SIO and culminate in a comprehensive report considered by the ACC (operational support) and the head of the HMET. The review documents support the ongoing investigations, but particularly highlight good and bad practice and repetitive issues.
- Major investigations within force utilise the NIM to structure briefings, debriefings and the capture of intelligence for wider use. Where a separate intelligence cell is required during the investigation, these are established using the MIRSAP model. At the conclusion of a critical incident, debriefs are carried out chaired by the ACC (operational support) which subsequently generate recommended actions and process changes as necessary.
- All undetected homicide cases are reviewed every two years in accordance with Home Office guidelines. The reviews are conducted by SIOs who have a geographic responsibility for the BCU in which the crimes were committed. Forensic meetings to discuss scientific progress with exhibits in certain cases are routinely held.
- The Protective Services Review conducted by HMIC during July/August 2005 identified the following strengths:
  - The HMET has the full capability of servicing the force's predicted demand. The HMET is also used to address a wider range of level 1 and level 2 issues.
  - The force has review processes established for detected and undetected

crimes and a programme of reviewing cold cases is being developed. The force has established a major crime review team.

- There was evidence of a wide range of cases where Osman procedures had been considered and warnings issued. The policy has been reviewed and republished for the documentation of risk assessments.
- The force approach to DV has strengthened with clear evidence of positive arrest and evidence gathering from operational officers.
- The outcomes of major criminal activity are measured in terms of arrests and detections. The HMET and divisions use community impact assessments for a wide range of circumstances and cases.

### **Areas for Improvement**

- PriceWaterhouseCoopers is assisting the force in developing appropriate performance indicators for the HMET to enable performance to be measured effectively through the existing cycle of corporate and performance reviews within force.
- Family liaison is being brought into the ambit of the HMET and 22 staff are already trained. The intention is to make the HMET self sufficient for all aspects of the investigation.
- The force training and development department is to provide courses to develop investigative advisers, the first syndicate of which is currently being trained. Investigative support members of staff are also undergoing advanced disclosure training.
- Each SIO will be given a portfolio of areas where they will be trained to an Excellent standard. This will provide in-force expertise around key areas of major and serious crime.
- Areas for future consideration by the force include the introduction of civilian investigators and the continuous, internal marketing of HMET benefits.
- There has been a reduction of 6% in detections of rape offences. This places the force below MSF group and national averages. While the detection rate for murder has risen by 25.2%, the force also remains below MSF group and national averages and in the bottom quartile of both groups.
- The Protective Services Review conducted by HMIC during July/August 2005 identified the following areas for improvement:
  - While statistical information on levels of murder is included within force strategic assessment, there is no detailed analysis of murder and manslaughter. There is only limited assessment of vulnerable communities.
  - The force does not routinely analyse sudden deaths but relies on coroners or health specialists to highlight issues of concern.
  - A wide range of research has been carried around gun related criminality;

however, it is not clear who manages the risks arising from this intelligence/analysis where escalation to level 2 has not been undertaken. This represents a risk to the force and does not maximise the use of the intelligence in the prevention of homicide and assaults.

- The prevention aspect of the HMET is yet to be developed and there were examples of opportunities around homicide prevention that were raised.
- There is little formalised use of IAGs on major crime issues. The links with community safety are limited, with staff within the intelligence community unaware of the links and potential sources of information available. The force has a police reform 2 and NIM 2 project aimed at maximising community intelligence and improving the IT available for its collection and linkage.

### 3B Tackling Level 2 Criminality

Good

#### Strengths

- The ACC (operational support) provides the strategic lead for the force and chairs the force tasking and co-ordination group (TCG) on a weekly basis. He also chairs the regional intelligence group, which is actively supported by crime division.
- Crime division is the product of the rationalisation and merger of previous HQ crime functions following the crime and intelligence BVRs. The purpose of the division is to target criminals who operate at level 2 as defined in the NIM and to work with territorial divisions to tackle criminality at level 1, particularly for robbery, burglary, vehicle crime and drug dealing.
- The strategic intelligence requirement outlines the action to be taken in respect of organised criminality, which corresponds with the regional control strategy. Elements of this can be seen in divisional strategic assessments. An SIA is produced every quarter to ensure the force is aware of the threats of serious and organised crime and acts as a prompt to direct resources towards ongoing and emerging issues.
- Problem profiles have been completed in respect of firearms, drugs, and burglary and thefts of and from heavy goods vehicles. A number of operations have followed from this including Operation Brava aimed at dismantling drugs networks, Operation Tiverton which concentrates on the trafficking of women for use in the sex industry and a number of operations around burglaries involving the universities.
- The force level 2 tasking and co-ordinating meeting convenes fortnightly and operates from numerous sources of information. Work that flows from this meeting focuses on serious and organised crime that is beyond the scope of divisions to tackle and which requires the pooling of divisional resources, or the use of the drugs and organised crime unit, or a mixture of both. All current investigations are reviewed and the potential deployment of additional specialist intelligence assets, such as dedicated source unit, dedicated surveillance team, analytical support and the technical support unit are discussed.
- Crime division had a target of disrupting 300 level 2 criminals during 2004/05, which was exceeded.
- The force has adopted a proactive approach in identifying, restraining and confiscating assets from organised criminals. During 2004/05 the force recovered significant amounts of drugs, property and money through the application of proactive measures around asset recovery and money-laundering legislation.
- Where operations are adopted within the tasking process itself, covert human intelligence source deployment is routinely assessed and tasked to provide corroborative information to other methods of intelligence gathering.
- The force regularly assesses the requirement to issue Osman warnings where appropriate. Operation Thornton necessitated the requirement for such a warning in

light of specific threats made.

- Effective tasking and co-operation has taken place in lieu of formalised activity from the regional tasking group to engage and disrupt criminal networks; for example, Operation Thanet with Greater Manchester Police, Operation Contrast with Special Branch and HM Revenue & Customs, Operation Pelican with GMP, West Midlands and Metropolitan Police and Operation Sieve 2 with HM Revenue & Customs, GCHQ and Spanish police.
- The main activity on a regional basis is through Operation Reflex, the Government funded multi-agency action tackling organised immigration crime. Though funding was only secured in 2003, great strides in intelligence gathering have taken place. Key partners are National Crime Squad, National Criminal Intelligence Service, United Kingdom Immigration Service and the police. West Yorkshire, South Yorkshire and Humberside Police formed a successful regional bid for funding to tackle this issue.
- The force has identified that level 2 criminality and the volume crime activities addressed by neighbourhood policing teams are inextricably linked. Crime division is working around the middle market drug dealers, using money-laundering legislation to address the problem. Proceeds of Crime Act (POCA) legislation is used to increase the vulnerability of the criminal to capture and to reduce the time taken for drugs operations to come to fruition.
- There has been a reduction of 8.5% in the level of life threatening and gun crime per 1,000 population. This is now below the MSF group average and places the force in second place.
- The force heads up and has provided key staff to the North East regional asset recovery team (RART). The ACC (operational support) is lead and POCA champion at force and regional level.
- The division has staff trained to the standards required to meet level 2 criminality. Records are kept and monitored by the personnel officer and the detective inspectors to ensure that adequate numbers of staff are trained. Vacancies on national courses such as surveillance are limited. The force therefore has its own capacity for training.
- The economic crime unit has had significant growth regarding asset recovery with 22 extra financial investigators located at divisions ensuring asset recovery becomes an active consideration in all level 2 investigations.
- West Yorkshire Police has recognised the need to protect those persons who were at serious risk because of their involvement with the police by establishing a dedicated witness support unit. The unit has continued to work within national ACPO guidelines and is part of the national network of witness protection units. It has forged effective links with partner agencies and has 24-hour cover, thus enabling police and existing protected persons alike to obtain the services of the unit.
- The FIU is proactively assisting divisions in targeting middle market receivers and drug dealers. An example of this is the work currently under way with a division

experiencing high levels of crime. An identified criminal network is being subjected to a financial investigation with a view to prosecuting the main offenders with money-laundering offences.

- The department is actively promoting money-laundering investigation at divisional level. Examples of this can be found at one division where FIU officers are driving money-laundering investigations on the back of high profile POCA cash seizures. This has led to two criminals prominent in their local communities being charged with money-laundering offences. The restraint powers provided for by POCA are being utilised in the case of one of these individuals.
- Following the recent employment of police staff financial investigators at divisional level, there are currently in the region of 200 ongoing reactive and proactive financial investigations. It is anticipated that this will continue to rise throughout the coming year. The numbers of confiscation and forfeiture orders have risen by 63% and 34.1% respectively.
- The force has arranged with the Bank of England for the provision of banknotes to train 20 police dogs in cash detection. Protocols have been drawn up and the training is currently under way. These dogs will be used to target the movement of criminal funds through the streets, travel networks and commercial carrier networks of West Yorkshire.
- The force has a money-laundering investigation team. This is headed by a detective inspector and carries out proactive investigations at level 2. The unit also provides expert advice and support to divisions and major incidents in relation to POCA issues.
- Crime managers have all had input on POCA and are encouraged to include provisions for its use when drawing up investigation plans and seek early consultation with the FIU to maximise its effective use in disrupting serious and organised criminality.
- The recruitment of a full-time performance manager has allowed crime division to measure where it is having the greatest impact on criminality and in supporting divisions.
- The force has substantial involvement with Special Branch and has established effective intelligence links resulting in a number of operations emanating from the regional intelligence cell.
- The detection rate for drug-trafficking offences has risen to 92.4% and places the force at the top of the MSF group.
- The Protective Services Review conducted by HMIC during July/August 2005 identified the following strengths:
  - The force makes good use of UC operations to generate an all-informed intelligence picture as well as effective covert human intelligence source deployment.
  - Intelligence sharing is effective with forces within the region. There are

dedicated terminals lodged within North Yorkshire and with customs and immigration services. The force strategic assessment includes a high level of intelligence exchange between BCUs and Special Branch.

- The force is sufficiently resourced to adequately address the threats currently posed by Organised Crime Enterprises (OCEs). The force has a broad capability among specialists and is able to deploy up to five surveillance teams. There are examples of effective operations being undertaken against OCEs by the force drugs and organised crime unit and on competent BCUs, supported by central resources.

### **Areas for Improvement**

- RART has been given the task of assessing criminal wealth within the region. Though this work is currently ongoing, it will form key intelligence with which to target both networks and individuals.
- CIDA provides data relating to the drugs movements within the UK. Because of this West Yorkshire Police is an integral contributor into the joint ports intelligence unit. Though this collaboration is still in its infancy, positive outcomes are being seen with intelligence relating to addresses in the force area where intercepted drug packages were destined.
- A business case has been submitted for expanding the department. Outcomes from this would be formal accreditation for undercover operations, continued contribution to the disruption of level 1 and level 2 criminality, contributions to asset recovery and money-laundering operations, undertaking of covert internet investigations focusing on West Yorkshire criminality, a dedicated intelligence cell and agreed performance targets.
- Regionally, few operations have been adopted by the regional TCG. Cross-border crimes affecting two or more forces are uncommon within the region. This was identified at the last regional intelligence group and regional tasking group meetings and has now been referred to both forums to address the underlying reasons and identify improvements.
- Crime division has identified the inability of the force surveillance responses to match increasing demands and a business case has been submitted to increase the unit to three dedicated teams. Further improvements have also been identified around technical surveillance and armed surveillance capabilities within force.
- The force is reviewing its current provision of 3.8% of the force budget dedicated to level 2 policing as current national reviews have indicated that 10% is increasingly appropriate.
- The force is encouraging the development of a virtual automatic number plate recognition (ANPR) region for dealing with level 2 criminality. To support this move, procurement needs to be conducted on a regional basis and a dedicated regional intelligence facility needs to exist to support the proposed framework. There are opportunities to work in partnership with other government agencies including Immigration, the Benefits Agency, and Inland Revenue for joint operations around

POCA.

- The Protective Services Review conducted by HMIC during July/August 2005 identified the following areas for improvement:
  - The force does not include a dedicated serious and organised crime review within its SIA, albeit there are clear sections dedicated to drugs, firearms, and organised immigration crime.
  - The force maintains that the majority of organised crime threats had been identified through its NIM processes but was less clear on how to quantify the threats posed and there was uncertainty over the numbers of OCEs which were challenging it.
  - The force makes no use of a scoring matrix to enable effective prioritisation of targets, relying instead solely on the professional judgement of senior managers.

### 3C Investigating Hate Crime and Crimes against Vulnerable Victims

Fair	Improved
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#### Strengths

- The chief officer lead for hate crimes within force currently rests with the ACC (partnerships). The force monitors performance in respect of hate incidents and local accountability is maintained through the corporate and performance review process.
- The force hate-crime policies are readily accessible on the intranet policy database and are continually monitored against ongoing developments in this field. The policies and strategies are based on the ACPO hate-crime manual, good practice and tactical guidance, with ongoing scanning to ensure compliance.
- The performance management framework and data analysis enables a full range of quantitative and qualitative analysis to take place. This includes details of levels of hate-crime reporting, identification of repeat victims and identification of prolific offenders and hotspot areas.
- Racially aggravated crime is flagged at point of arrest, referred through the force CPS pre-charge procedures, and flagged at court.
- New processes have been developed which now ease identification of repeat victims and offenders and now enables divisions to more easily recognise and task these investigations through NIM. Positive action and effective daily monitoring of DV incidents are now commonplace.
- The force is improving the detection rate of religiously and racially aggravated crimes. During 2004/05, the force detected 28.3% crimes, an increase of 3%. Reported crime had increased by 14.2% over the same period because of increased efforts by the force to improve recording facilities.
- HQ community safety provides the policy and audit function on hate-crime issues. The department also makes links to identify level 2 problems. Each division utilises the services of a hate incident co-ordinator, who is available to provide advice and assistance to investigators, but also provide links with partners, contact, and reassurance to victims.
- All hate incidents are overseen by the divisional community safety officer (inspector) who must be satisfied with the investigation. Hate incidents will not be finalised unless approved by the divisional commander, who must be satisfied with the quality of the investigation. The investigation of hate crime and crimes against vulnerable victims is dealt with, within the crime investigation framework of the force, and is recorded in compliance with the national crime recording standard, and finalisation is in accordance with Home Office counting rules.
- The force approach to hate crime is now well embedded. This has been achieved through a range of mechanisms including formal training at a force and divisional level and other internal communication methods (e.g. team briefing, weekly

bulletin).

- From the point of charge the witness care units (WCUs) take over, and all identified vulnerable or intimidated witness are identified to victim support and the witness service and subject to a special measures meeting at court, prior to the case being heard.
- Special measures meetings, consisting of court, police, CPS and witness service, have led to a significant decrease in the level of discontinuance and a rise in witness attendance for cases in this category.
- Pre-trial visits are in place along with a set of victim information packs and a raft of assistance measures such as transport assistance and childcare.
- Bradford WCU has started witness needs assessments for all witnesses in not guilty cases, which should capture any vulnerable or intimidated witnesses not identified earlier.
- Victim support gets an automatic download of all crimes, together with notifications of vulnerability. It then provides an additional layer of independent support, from home visits through to pre-trial visits.
- Each territorial division has designated DV co-ordinators and hate incident co-ordinators. In addition, there are three district-based CPPUs. All of these posts readily identify and support vulnerable victims within their field of responsibility.
- The force has a well-established repeat victimisation model for both DV and hate matters. The DV model is now further enhanced by the introduction of a risk assessment model (SPECSS) to identify and intervene in cases at an appropriate level.
- The rate of arrest for DV incidents where a power of arrest exists is 67.7% and above MSF group and national averages.
- The force lead on all matters of child abuse investigations is at DCI level. This includes attendance at area child protection committees (ACPCs), serious case reviews and other activities of ACPC.
- The head of CPPU attends a frequent performance review with head of crime division to examine performance, both in child abuse investigation areas and public protection. This is supplemented by a quarterly performance review with the ACC (operational support), with functional responsibility for crime.
- The force intranet site directs staff to the force policy database and operating guidelines for the remit of child abuse investigations and the CPPU. The CPPU co-ordinates multi-agency training for police staff on level 1 and 2 child abuse awareness.
- The force has dedicated public protection officers within the CPPU who provide an effective response, working closely with the West Yorkshire Probation Service. Role profiles exist for all staff within CPPU with clear responsibilities set out.

- West Yorkshire Police, in consultation with the five area social services departments, has produced a guidance chart for police officers and social workers, which outlines the criteria and example of referrals that require joint investigation.
- The force has developed and piloted a joint audit assessment tool, so that senior personnel from social services and police can jointly audit investigations to ensure that they are Climbié-compliant, including the need to inform police of conduct amounting to a criminal offence.
- All members of staff within CPPU are selected according to a structured competency framework. On appointment, they are allocated a mentor for three months and during the three-month period undertake an initial four-week child abuse investigation course. This includes achieving best evidence training.
- The CPPU now operates an extended rota, to ensure cover up to 3am. In addition, there is always a detective inspector or DCI on 24-hour call for serious incidents.
- The force is piloting a shared database with other child protection agencies, ie health, social services and education. This will provide real time access to relevant information for key staff without the need to individually contact other agencies.
- A link has recently been made between the VIVID and custody systems to address the accuracy of arrest and charge data.
- Responsibility to monitor and review the DV policy lies currently with HQ community safety and the force vulnerable victim co-ordinator. Divisional DV champions have responsibility to monitor compliance with policy at divisional level. Following an audit and compliance check during summer 2004, each division now complies with force policy and DV now has clear positive ownership.
- Fatal and potentially fatal cases of DV are managed and/or overseen by an SIO, as are other serious sexual offences.

### **Areas for Improvement**

- The community safety department has completed a review of the position of each division in relation to the establishment of hate-crime scrutiny panels, liaison with local groups and the establishment of their needs from the panels. It is expected, in the short term, that this will result in increased reporting of both single and repeat incidents, as public confidence increases.
- Efforts are also being made by the force, through media activity and localised events, to improve confidence in the service provided for the reporting of homophobic incidents and therefore encourage full reporting of these incidents.
- The force is linking reports of hate incidents to the NIM, which it is anticipated will improve detection rates and reduce repeat victimisation.
- The force is committed to the introduction of children's local safeguarding boards and the DCI, CPPU supported by the four detective inspectors in CPPU are actively engaged in the change process with ACPCs.

- Levels of supervision are close within CPPU; however, there is no recorded audit of interview tapes from witnesses and suspects. This is being rectified.
- The force is linking together the management of vulnerable victims through the development of IT and the VIVID system is an example of this. Following a review it is anticipated that responsibility for DV will be moved from the community safety department to the crime division to facilitate this process of linking information and investigation policy needs.
- The management of vulnerable victims project has received approval. The objectives of the project are to explore issues relating to the response and management of cases and incidents involving vulnerable victims and make recommendations.

### 3D Volume Crime Investigation

Good	Improved
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#### Strengths

- The force has continued to produce increased overall detections in all of the priority crime areas and sanction detection measures during 2004/05. This compares well with MSF group comparisons and, in particular categories, with national comparisons.
- The DCC and the ACC (territorial operations) have provided a clear lead for volume crime investigation and hold senior managers accountable for performance by the introduction of a robustly applied performance management framework.
- Divisional performance is monitored daily by territorial operations and involves a weekly appraisal of performance by the ACC (territorial operations). The recorded statistics for the key priority crimes is circulated to every chief inspector and above across the force. The data show if divisions have hit their weekly target and enable them to align their resources and effort in areas of most need.
- Monthly operational performance reviews are conducted by the ACC (territorial operations) with divisional command teams in an intrusive style and include results and reality checking. Corporate performance reviews are conducted quarterly by the DCC with divisional command teams, examining performance on a more thematic basis.
- Operation Converter continues to provide divisions with more detection for crime with the dedicated investigation teams becoming more and more proficient in gleaning detections from offenders identified through 'hits'.
- The scientific support intelligence unit assists territorial operations in identifying best practice at divisional level, and the ACC (territorial operations) ensures that a corporate approach to Operation Converter is maintained, maximising detections.
- Divisions now employ staff in the role of director of investigations and evidential review officer, and the standard of investigation and liaison with CPS has improved. This is further complemented by the introduction of a minimum standard of investigation checklist, which all officers have to complete.
- A robust and transparent weekly force tasking process chaired jointly by the ACC (territorial operations) and the ACC (operational support) now provides an effective mechanism for providing central support to divisions encountering volume crime levels above target. All key resource owners including scientific support, crime division and operations division are represented at the weekly meetings. The recently agreed SLAs with scientific support ensure that there are no competing performance indicators relating to volume crime-scene attendance.
- Divisions are set appropriate crime investigation targets that fully support force targets and objectives and also reflect the focus of the national policing plan and Government PSAs (notably PSA2 – investigating crime).

- Offences brought to justice (OBTJ) and sanction detection rates have been a focus of force activity this year, and following analysis of the various disposal types that contribute to the headline OBTJ figures and previous performance, divisions have been given additional specific targets in relation to achieving more offences taken into consideration.
- West Yorkshire Police complies with the NIM in all areas of operational activity. All investigative activity, including crime-scene investigation, is driven from the tasking and co-ordination processes. Robust methods of continual assessment are used to monitor the effectiveness and efficiency of those investigations authorised. Results analysis of completed investigations is used to establish how effective they were in tackling the problem and what reductions in crime have been achieved.
- The force has produced an asset recovery delivery plan that includes the deployment of two financial investigators (crime division police staff) at each territorial division to target those involved in volume/acquisitive crime. The plan also sets performance targets for divisional financial investigators.
- A skills for policing course has been specifically designed to meet front-line operational needs and is intended to refresh the investigative skills and techniques of all officers who attend. The syllabus includes inputs on evidence gathering, forensic support, identification issues, CPS/CJS issues and a full day is dedicated to interview skills. A level 3 evaluation has identified improved performance linked to course attendance.
- The force operates an effective central crime bureau (CIS bureau) staffed and operating 24/7. Recent changes in the CJS management structure means that this department now has direct line management from the force crime registrar (chief inspector crime – CJS).
- A comprehensive process of performance management and monitoring is in place to measure and deliver improvements in the timeliness and quality of crime recording. Performance data is provided on a weekly basis to the force crime registrar and fortnightly performance reviews are held with the crime bureau manager. Crime recording performance is reviewed monthly with the CJS departmental head and bimonthly with the ACC (partnerships). A quality control section operating within the crime bureau continually monitors levels of call handling and crime recording quality.
- The force crime registrar has developed a website, which contains detailed advice and guidance in respect of crime recording issues. The site also has an interactive crime recording queries/frequently asked questions facility. The crime registrar also operates a crime recording queries helpline and offers one-to-one guidance in respect of crime recording, classification and detection issues.
- The force policy guidance with dedicated decision makers at detective inspector and DCI level provides an informal investigative inspection process where missed opportunities are addressed with individual investigating officers.

### **Areas for Improvement**

- The crime detections reconnaissance, conducted in November 2004, indicated that it is understandable that such a tight focus on priority crime has been prevalent, as there had been a clear need to improve performance in these areas. However, it is suggested, it would now be appropriate to take a broader view that pays more attention to the other requirements and priorities set out in the control strategy and the Chief Constable's operational framework.
- The force achieved an overall Amber rating in the crime data quality review conducted by the police standards unit (PSU) on behalf of the Audit Commission in July 2004. The force was rated Amber for both crime data and for management arrangements. There is some room for improvement to achieve a Green rating, and an action plan has been developed, against which good progress has been made and is continually being monitored by the force crime registrar.

### 3E Forensic Management

Excellent
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Improved
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#### Strengths

- Across a range of indicators for forensic management the force continued to make improvements in attendance rates, the recovery of forensic samples, their identification and subsequent conversion to detections. For fingerprint recovery from theft of motor vehicle scenes and the percentage of fingerprint identifications from burglary dwelling scenes the force experienced minor reductions but still remained second in the MSF group.
- There are strong links between the forensic science department and the operational policing review process, weekly ACPO level meetings and the Operation Converter meetings on outcomes, chaired by the ACC (operational support). To enhance the performance processes further, a user group now exists under the ACC (operational support).
- The force has a forensic management strategy that includes documented policies for scene attendance and evidential conversion. This focuses on additional developments around footwear expansion, palm search engine, facial biometrics, and digital witness album.
- West Yorkshire has clear guidelines on key forensic processes, which are accessible to all staff via the policy database on the intranet. These documents are regularly reviewed and updated as required by the process owner to ensure that they are correct and comply with relevant legislation.
- A dedicated scene of crime despatch room has been established, which not only provides assessed scene visits but also provides advice to officers at the scene of crime.
- An SLA with performance measures exists between the forensic science department and the territorial divisions of the force. Crime-scene examiners are also tasked through weekly NIM meetings to hotspots as well as stated percentage scene attendance rates by crime managers.
- A weekly meeting is held with the ACC (operational support), chief superintendent (management support), the ACC (territorial operations) and head of the forensic science department. Its purpose is to monitor scene of crime officer performance and set targets in relation to emerging crime trends and developing hotspots.
- West Yorkshire Police is the lead force nationally on image use for identification (VIPER), facial biometrics and footmarks, and is piloting facial recognition, with Lancashire, on a national basis. The force also has moving digital scene recreation for various scenarios and 360° on scenes.
- The force imaging department supplies high-level imaging services for operational and covert work and supplies valuable support to evidence gatherers.
- The scientific support department has produced a range of documents, guides and

videos on dealing with forensic matters and general pre-interview disclosure on identification. It also provides a quarterly science newsletter for the force regarding new products, services and evidential conversion (Converter).

- There is a close working liaison with the force training department, which is co-located on the same site. The department has an input to skills for policing courses, probationer training, custody officers' courses, sergeants and inspectors courses, also on Criminal Investigation Department courses ranging from scene liaison officers, senior investigators, rape liaison and child protection. The department also contributes to the force directory and the Invest-e-gate website.
- A central scenes of crime intelligence function has been established to develop the information around each positive scientific result, prior to it being allocated for interview. Each hit or result is monitored and tracked by the unit. Performance information is developed on a biweekly basis and an intranet electronic management information system (E-MIS) site provides additional information. Scene of crime officers provide intelligence on observed patterns, which is then fed into the force NIM process.
- The weekly force tasking meeting is attended by head of forensic science and has a focus on scene attendance and current hotspots. Timeliness is a key feature both in the forensic science department and in conversion to detections, in terms of monitoring and review.
- Operation Recall involves upgrading scientific samples for cold case review purposes. The force is reviewing cold case murders and sexual offences from up to 30 years ago.
- The national automated fingerprint identification system has been embedded in force for some time with full use of Livescan in all territorial divisions.

### **Areas for Improvement**

- While all other categories of performance have improved during 2004/05 there has been a fall in the percentage of fingerprint recovery from stolen vehicles. The force has begun to scrutinise performance around theft of motor vehicle scenes through the operational policing review process and it is anticipated that performance will recover during 2005/06.

### 3F Criminal Justice Processes

Good	Stable
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#### Strengths

- The Chief Constable and the ACC (partnerships) are active members of the LCJB and its executive group. The ACC (partnerships) also chairs the LCJB delivery group.
- The head of CJS and the operations manager hold positions on the LCJB delivery group together with an invited superintendent (operations) to represent divisional interests. The CJS chief inspectors are also full members. The LCJB delivery plan, with cross agency performance leads and actions around all the performance targets, is regularly reviewed and updated.
- The CJS management team is structured to define clear areas of responsibility across all criminal justice activities. There are clear, comprehensive strategies setting out the structures, procedures and responsibilities for criminal justice activities. An annual departmental plan is produced which sets out the strategic aims, structures, procedures and responsibilities within CJS. The plan also includes targets and action plans.
- CJS offers a supportive tool for operational officers to assist in the investigation of offences. The skills for policing Invest-e-gate site provides instantly accessible information on policy, guidance and legislation.
- Case builders deal with the majority of post-charge not guilty files and there are clear guidelines for this process. There are well-documented pre-charge advice and dispute resolution processes.
- There has been a 12.3% increase in the number of sanctioned detections during 2004/05.
- The West Yorkshire area is one of the four national pilots for prosecution team performance management. This has resulted in much closer working relations and the joint identification of areas of underperformance. The force has co-located police and CPS units in seven stations where police administrative staff support the lawyer function, and have made excellent use of COMPASS, the CPS electronic case management system.
- Statutory charging has also bedded down well and excellent working relationships have developed, locally, around this initiative.
- The force is engaged with a weekly multi-agency meeting, including witness service and the courts service, which takes place in the crown and larger magistrates' courts. The meetings ensure arrangements for special measures for individual witnesses are in place for the following week. This arrangement has led to significant improvements in the experience of witnesses.
- The force has taken an active part in a pilot of the Effective Trials Management Programme and provides a superintendent to this project. Arising from this project,

case progression officers have been introduced and the work of this project is becoming embedded within the organisation.

- Joint discussions take place around performance and the CPS provides statistics on unsuccessful outcomes, for which they are held accountable. Each individual case lost is discussed in detail, and feedback is provided to divisions via the impact and 'team pack' performance monitoring systems.
- The prolific and priority offender (PPO) scheme was launched in September 2004. The LCJB provides the strategic framework through a multi-agency strategic steering group. There are links with the five CDRPs through the localised district operational groups. CDRP chairs hold responsibility for delivering the scheme within their district. Each has effective strategic and case handling mechanisms. PPOs are identified and lists refreshed at that local level.
- Drugs intervention programmes have been established in force, primarily at Leeds, Bradford and Calderdale. Close working liaison has been maintained with the Criminal Justice Support Unit (CJSU) and they are now expanding and establishing links with the Community Safety partnerships and CJB groups.
- The force has a well-established bureaucracy implementation steering group, chaired by the head of criminal justice support. A force forms review is almost complete and many forms have been destroyed and regarded as obsolete.
- Penalty notices for disorder have been implemented within force and during this current financial year it is calculated that £420,000 will have accrued as efficiency gains.
- The force has two WCUs, one in Leeds and one in Bradford (this being co-located with CPS), which delivers updates as to the progress of cases to all victim and witness within the criminal justice system.
- The Police National Computer (PNC) targets are now contained within the section/departamental plan creating a focus of activity for staff within the units. The PNC manager provides monthly PNC performance data to divisions.
- All PNC performance data is reviewed at every PNC programme board (steering group) meeting and where action is required it is highlighted to the PNC sponsor and action is assigned to the appropriate project director.
- PNC Awareness is a project sponsored by the PNC programme board, chaired by the ACC (partnerships). In consultation with the PNC and criminal justice IT manager, a member of the media department has prepared a detailed communication plan to raise awareness of PNC throughout the force.
- The force PSU has responsibility for data integrity on PNC. The HMIC PNC Inspection identified the proactive monitoring of PNC activity by this department, as an area of good practice.
- The custody steering group chaired by the ACC (partnerships), and with broad representation from divisions and departments, oversees the custody improvement

plan. There is an additional custody user group.

- The custody policy unit (CPU) conducts audits within custody areas, which incorporate dip sampling of custody records to ensure compliance with legislation, codes of practice and policy issues. These are supported at divisional level by senior management team visits to custody suites.
- All personnel are fully trained in their custody role and have ready access to the relevant protocols and guidance via the force intranet site. A detailed risk assessment facility exists on the force custody computer and adheres fully with the prerequisites of Home Office Circular (HOC) 32/2000.
- Rights of detainees are available in all custody areas in 36 languages and audio provision is available. A facility is available for interpreters and access to language line.
- Each division has a form of cell intervention/prisoner handling team. These have been successful in improving standards of investigation and increasing the number of OBTJ.
- There are five youth offending teams in West Yorkshire, all of which have police officers of both sergeant and constable rank seconded to them. There are a number of police officers seconded to youth offending teams across the force area.

#### **Areas for Improvement**

- West Yorkshire Police has 13 designated custody areas and 5 non-designated, a total cell capacity of 268. This caters for the throughput of 115–125,000 prisoners per annum. Occasionally, prisoner 'overspill' can occur and the custody policy unit (CPU) is developing a force protocol to provide mutual support and assistance between divisions.
- The force has identified problems in maintaining effective support, particular failures in the witness warning process for vulnerable and intimidated witnesses and in other sensitive cases where the warning is undertaken by the officer in the case rather than through the usual warning process. West Yorkshire Police is undertaking a review to revise the guidance provided to operational officers about such witness warning, including information about the support provided by the witness service.
- The information provided about the witness service will be reviewed and improved upon as part of the establishment of new processes around No witness, No Justice WCUs. The force is also devising a mechanism for including information about victim support and the witness service in the witness statement-taking process.
- While the LCJB has a clear focus on achieving narrowing the justice gap targets there is a need to replicate this around public confidence issues generally and more specifically around victim and witness matters.
- Better notification is required about developments taking place within individual criminal justice agencies to improve services to victims and witnesses, to ensure that they are effectively co-ordinated with other initiatives and plans.

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- Extensive work is ongoing with police partners with a view to developing an improved service to detainees with mental health issues, including speed of response and identification of places of safety. A protocol is being developed with accident and emergency units for the proper assessment and hand-over of persons under the influence of alcohol.
- Leeds sexual assault referral centre and vulnerable victim centre are being developed with the assistance of joint funding received from the Home Office and the PA (acquired during 2004/05). It is scheduled to open during 2005/06. This facility will be available on two split sites. The main leaseholder for both buildings is Leeds South Primary Care Trust (an NHS body) with West Yorkshire Police intending to join in partnership via an under-lease agreement.
- Through the modernisation programme, all custody areas across West Yorkshire will, over the next 12 months, be staffed entirely by detention officers and custody sergeants, thus releasing police constables for operational patrol duties.

## 4 Promoting Safety (Domain 3)

West Yorkshire Police is committed to providing reassurance through the force policing strategy and Chief Constable's operational framework. The developments around neighbourhood policing, supported by locally based intelligence, media and communication and new performance measures are expected to result in improved public satisfaction and performance during 2005/06.

Working with partners, the force has introduced effective systems and structures to deal with ASB, and there are numerous examples of innovative uses of the ASB legislation. There are effective links into the tasking and co-ordinating processes that result in police and partnership resources being effectively targeted to complement the developing neighbourhood policing structures.

### 4A Reassurance

Good	Improved
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#### Strengths

- The DCC has taken the strategic lead in the development of the force neighbourhood policing strategy, actively supported by the ACC (territorial operations) that pursues reassurance issues through the monthly operations performance review. Specific attention is paid to the deployment of the 'extended police family'.
- The force has actively supported Bradford North division in its role as a community cohesion pilot and all divisions have undertaken fact-finding visits to national reassurance pilot BCUs.
- West Yorkshire has effective intelligence and problem analysis systems in place, which have been highlighted elsewhere in this assessment. The use of effective profiling, deployment, multi-agency working and systematic results analysis has combined to improve the British crime survey performance. West Yorkshire is reflected well within the British crime survey results on burglary, vehicle crime, violent crime and perceived disorder. Levels of concern/worry have fallen significantly compared with the previous year and the force currently sits below MSF group averages in each of these categories.
- The force has a plural policing unit dealing with all matters relating to the extended policing family. As part of its planning process the unit has a nominated press officer and a policy to support the reassurance agenda.
- The Target initiative is a high profile force campaign focused on providing visible reassurance. Target deploys trained serials of special constables who can patrol areas, and target specific hotspots or problem offenders. A high profile media campaign supports the initiative. Independent research by Leeds University showed it has had a positive effect on public reassurance.
- The media and PR department plan took reassurance as one of its themes for 2004/05 and during the year:

- Extensive publicity supported the recruitment drive for PCSOs across West Yorkshire during 2003 and 2004. Evaluation by Leeds University in a survey carried out at the end of 2004 showed awareness and increased levels in the public's perception of personal safety.
- Public consultation by West Yorkshire PA also showed an increase in people feeling safer on the streets.
- Keeping crime in context, the force website features positive messages, such as success in reducing crime etc, placed near to appeals for crime information etc, to ensure the reader has a broader view of policing in the county.
- A Christmas crime reduction campaign with BBC Radio Leeds proved the most successful ever with over 300 requests for information packs.
- The media and PR department works closely with community safety, highlighting the many initiatives under way to prevent crime and providing information about policing achievements.
- A community newspaper entitled *Your Police* was launched in October 2004. It addresses public concerns and highlights local policing issues. It also includes a feedback mechanism to the force.
- The force has the highest number of PCSOs outside the Metropolitan police and has been successful in all four rounds of the bidding process. PCSOs are now in place within all 11 divisions. All five district authorities are match funding PCSOs as well as town councils. The force successfully entered into matched funding of PCSOs with 'Metro' to help police the public transport system of the county, in particular the bus stations, and has attracted a small amount of funding from British transport police to support operations within the key train stations. PCSOs have also been match funded by a council and privately run market.
- Training for PCSOs is in line with national guidelines and delivered through a dedicated training officer supported by the force training school staff.
- Some 32 neighbourhood wardens have to date been accredited in two out of the five districts. All have the full range of powers available to them under the accreditation scheme and are briefed and deployed with other members of the extended policing family.
- Ten vehicle and operator service agency staff have been fully accredited with powers under the Road Traffic Act 1988.
- Special constables are now undertaking level 1 training courses to support the extended police family training. Recruitment and selection, ANPR, IT skills and PSU level 3 method of entry training are also now provided to enhance the skills of special constables and retain their services.
- The force plural policing unit oversees the recruitment and selection, as well as training, of the Special Constabulary. It has been successful at increasing the recruitment of specials by 35% over the past six months, reducing wastage by implementing the specials national action plan 2003. At the end of 2004/05 there

were 500 special constables in post, an increase of 230 over the previous year.

- Home Office funding provided a specialist trainer, co-ordinator and project officer to support the development of the Special Constabulary. Special constables are allocated to neighbourhood policing teams for proper tutoring and integration into teams.

#### **Areas for Improvement**

- An accreditation scheme administrator role has been created and will be filled in 2005 to develop, manage and promote the scheme.
- West Yorkshire Police embraces the concept of intelligence-led locally based partnership teams. Neighbourhood policing was corporately launched on 4 January 2005 by the DCC. Some divisions have already begun creating their neighbourhood policing teams, but following a recent compliance audit by the delivery team within territorial operations some readjustments are being made. This is a major force project that will see neighbourhood policing teams evolving throughout the force, underpinned by effective, corporate policies, role profiles, training and resourcing.
- A project is being developed to introduce a volunteer police cadet scheme into the force.

#### 4B Reducing Anti-Social Behaviour and Promoting Public Safety

Good	Improved
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##### Strengths

- The force has a dedicated ASB lead officer at chief inspector rank based at HQ community safety. The force has quarterly meetings of the ASB specialists based at divisional level.
- The force has comprehensive ASB policies available on the intranet, which include a matrix of interventions available to tackle ASB and guidance on the processes involved. The force co-ordinator has renegotiated the SLA with CPS to address the prosecution of ASBOs upon conviction. Information exchange protocols are also agreed and in place.
- The force has a public leaflet scheme that identifies those subject to ASBOs, with a risk assessment signed by partners.
- Local joint working on intelligence gathering and ASBO operations is developing effectively. Shared intelligence briefings have been a feature of recent working, with data analysts and intelligence officers from across the police and local authority services working very closely together. Evidence from partners identifies a high level of joint teams working on ASBOs.
- The use of ASBOs is included in the tasking process. Names of individuals suggested as ASBO targets are raised at intelligence meetings. Following a decision to proceed, a marker is placed on the operational intelligence system so that all information can be collected to form part of the evidential case. West Yorkshire also targets PPOs to manage their behaviour and offending by the use of ASBO conditions.
- Operation Cape was instigated following community concerns over the force robbery hotspot and an open drugs market in Leeds. This operation used an approach of 66 multiple ASBO applications, supported by intensive patrols. A multi-agency group is working within the area to provide a longer-term problem-solving network in the locality to sustain this.
- The West Yorkshire road safety strategy deals with the safety issues around transport in West Yorkshire and the particular local circumstances relating to specific road user groups. It focuses on those most vulnerable to road injuries; for example, children and elderly people, pedestrians, cyclists and motorcyclists. The local authorities, the police and other agencies in West Yorkshire have worked together with local people in recent years to reduce injuries in line with the Department of the Environment, Transport and the Regions guidelines.
- This strategy has been developed with close attention to 'tomorrow's roads – safer for everyone', the national road safety strategy, which has provided the template for future local action. The three aims of the strategy emphasise the importance placed on integration and the co-ordination that is needed to improve road safety, and

recognises the contribution that local people make.

- The casualty reduction partnership is a countywide scheme. All members of staff in the casualty reduction unit are NIM trained and the model is used as a problem-solving tool as well as contributing to operational intelligence. Local areas for police enforcement are identified as part of this process and hotspots, risk groups and persistent offenders feature in intelligence assessments. Police activity in this area is monitored by the ACC (territorial operations) through the performance review process.
- West Yorkshire Police road casualty records have been used to assess the baseline position of this strategy and calculate the necessary average figures required to monitor future progress.

#### **Areas for Improvement**

- ASB performance is not routinely included in divisional performance information but this is currently under review. The DCC has, however, raised ASB figures during corporate reviews.
- As neighbourhood policing develops, together with the growth in community intelligence, it is intended to increase the scope of ASBOs to deal with a wider range of issues affecting local communities.

## 5 Providing Assistance (Domain 4)

The force continues to build on developments around call management. During 2004/05 a number of technical, structural and resource problems have been managed, resulting in significant improvements in answering calls.

There have been significant improvements in the structure and delivery of roads policing and operational support services, linking them more effectively to the core business of the force through clearly focused tasking and co-ordinating developments and the introduction of enhanced performance monitoring systems.

### 5A Call Management

Good	Improved
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#### Strengths

- The ACC (organisational support) has lead responsibility for communications. Managers within the communications division are held accountable for performance, achieved through a regular performance review structure.
- The DCC is actively involved in monitoring and managing call-handling performance through the corporate review process. Weekly call-handling figures are provided to the force command team and these are regularly discussed on a formal and informal basis.
- Performance improved during the latter half of the year, and during 2004/05 the force achieved its overall target of answering over 90% of all 999 calls within 15 seconds. This placed it favourably in national and MSF group comparisons.
- Answering times and abandonment rates on telephone performance are measured across the force. Within the communications division, this is undertaken for each of the separate departments. At divisional level, the figures around key telephone answering targets are produced and managed locally by the divisional management teams. These figures are collected automatically for the key extensions within each divisional helpdesk and published on the force E-MIS system.
- The force monitors the quality of engagement with callers within force call centre, switchboard and dispatch centres, either at the supervisor's discretion or because of complaints.
- Call-handling guides, setting out standards in dealing with calls, are published on the internet. Call-handling standards are set by the PA and closely monitored.
- A demand user group is looking at demand issues throughout the force and there is a regular meeting of the communications division with operational chief inspectors, at which communication issues are a standing item.
- The call grading policy is published on the force policy database, which is accessible to all staff through the intranet. It was recently updated as a result of recommendations from the BVR of communications.
- Control of incidents is clearly defined at each stage of the process. Call taking is

centralised at the force call centre, which controls the incident from first report. The details and the responsibility for control then pass to one of the two area dispatch centres. Exceptions to this policy are confined to specialist operations and major incidents, which are managed and controlled from enhanced communication facilities (at the local division), special operations rooms (within communications centres), or the Gold Command room (at HQ).

- All duty officers receive instruction during initial induction around the initial management of critical incidents. This is tailored to meet their individual needs and based upon their previous experiences within force. Once in the role, all duty officers must successfully complete a firearms Silver course, either in house or at another force.
- All communications operators are provided with training and reference material that identifies incidents of sufficient importance to be brought to the attention of the duty officer, so that they can be managed at a Silver level.
- West Yorkshire Police utilises an electronic database of contingency plans to which all duty officers have access. These are pre-written plans to cover all anticipated major incidents, and contained within each are individual 'crib sheets' for the guidance of staff performing identified roles.
- The public is encouraged to report non-emergency incidents via the single non-emergency contact telephone number. On receipt, switchboard operators screen these calls before they are routed to the force call centre for creation of an incident log.
- For minor crime incidents, which do not require attendance of a police officer, the calls are routed directly to the crime information service bureau to be recorded over the telephone. The bureau also enables officers to record crime direct from the scene, through a freephone facility.
- Cognisant of the European working time directive (WTD), the division has put in place a monitoring system that flags up to duties and administration managers those instances where staff are likely to breach the trigger point. This allows preventative measures to be put in place prior to the WTD being reached.
- The communications division operates a local policy based on force medical officer advice not to allow the working of overtime by staff for a seven-day period following the return from any sickness absence.
- The communications division has just completed a skills audit and training needs analysis. This will shape the delivery of training and development over the next 18–24 months.
- The communications division has reduced sickness levels from 24 days per person per annum to 10.99 days per person per annum and this is still improving.
- The force has well-established procedures in the shared use of the Gold Command room with other agencies. The newly built Dudley Hill Centre has two special operations rooms with additional accommodation included for other agencies to utilise should incidents occur necessitating a joint approach.

### **Areas for Improvement**

- The PA committed additional resources to the area of call handling in 2004/05 and this will lead to an overall increase of 20 in the number of communication operators when posts are finally filled during 2005.
- West Yorkshire Police is now implementing the Qualtrack system within force call centre. This requires a minimum number of calls to be live-monitored per employee by each supervisor and a random sample of historical calls by the quality manager per month. After the evaluation of the system, it is planned to implement the same system within area dispatch centres and the switchboard.
- In July 2004, consultants were employed to review the demand management process and made 11 core recommendations that are to be progressed. A project plan has been prepared which requires core recommendations to be addressed by senior action managers. The project is embryonic, but challenging timescales have been set to encourage completion by the summer of 2005.
- The interaction with, and expectations of, partner agencies is an issue being developed through the demand management project board. The extension of performance indicators to include more qualitative measures is also being progressed through the project board.
- The grading policy is currently being re-examined by the demand management project board, because of recommendations made by consultants. This will take into account views of all stakeholders and any subsequent changes will be adopted as new policy.
- Calls lost after being allocated to helpdesks or call management units is a sizeable problem. Conflicting demands on available staff time mean that divisional staff are given a range of tasks that impinge on their ability to fully focus on performance targets. The force is looking to pilot centralised helpdesk facilities during 2005/06.
- The IBIS command and control system used by West Yorkshire is due for replacement with within the next 12 months. The BVR has identified the need for a compatible front end scripting system, which should be simultaneously introduced, allowing for full integration of systems and improved levels of customer service.
- Protocols are being drafted which will address the need to manage the deployment of neighbourhood policing team staff in response to certain types of call. The aim is to achieve an organisational fit between policy, the protocols, and creating an ability to deliver an effective response to demands from members of the public.
- Now that the department is consistently meeting its quantitative targets there is the capacity to improve customer satisfaction by focusing more on the quality of the work being carried out.

## 5B Providing Specialist Operational Support

Good

Stable

### Strengths

- Operations division carried out a review of basic structures systems and processes and worked with PriceWaterhouseCoopers to develop a set of key performance indicators and protocols with a focus on quality. The response from the territorial divisions is ensured by the corporate review and the operational performance review processes.
- The division has two basic aims, which are to carry out the specialist roles to the highest possible standard and to support the front line. Supporting the front line is an area for continued development, particularly around force tasking, although there has been considerable improvement over the last 12 months.
- At the heart of operations division is a centralised deployment centre. This unit has an electronic mailbox available throughout West Yorkshire, where requests for specialist services or extra uniform resources can be made. All requests are logged and recorded on a database. Unit staff attend and support the weekly force level 1 tactical intelligence assessment meeting, chaired by the ACC (operational support) and the ACC (territorial operations). Based upon the latest intelligence, operations division and crime division are tasked with specific responsibilities within force priority crime hotspots.
- Principles for precepting on divisions for 'rest of force assistance' have been designed to ensure fairness and equity across the force. The same principles apply to both crime and uniform abstractions, although the percentage figures differ.
- Firearms related policies and guidelines are accessible to all West Yorkshire Police staff through the intranet. The original documents containing the audit trail of consultation, evaluation, implementation and final signature of approval from an ACPO member of the command team are filed with the head of the firearms support unit (FSU).
- A firearms-related threat and risk assessment process has been developed around a quarterly review meeting, to maintain the appropriate firearm capability. The portfolio of the identified lead officer includes chair of the regional firearms working group. The operations division commander is a member of the enforcement section of the strategic criminal use of firearms group.
- The operational support firearms department benchmarks itself against the ACPO manual and the Home Office codes of practice and an inspector has been appointed specifically to deal with policy and procedures.
- The dedicated FSU has six inspector-led teams with a fleet of appropriate vehicles in a location adjacent to the main arterial roads ensuring a prompt response to all areas. The unit provides a 24-hour armed response vehicle capability to respond to all spontaneous incidents and is also deployed across the force on intelligence based proactive initiatives.
- Planned operations identify an appropriate Silver Commander, and where the

deployment of a dynamic entry team is considered, one of a smaller number of identified experienced Silver Commanders is selected. Silver Commanders are given the opportunity to run the incidents from one of the following: special operations rooms, enhanced command facilities, mobile command vehicles or the helicopter.

- The ACC (operational support) promotes Gold Command training with a structured approach to refresher training, to develop an enhanced level of capability. The force has also introduced an improved accreditation process for Silver Commanders. Training activities are recorded at all levels for audit and accreditation purposes.
- All firearm briefings are audio/visually tape-recorded. Tapes are sealed and signed upon conclusion of the briefing. The majority of firearms incidents are followed by a 'hot' debrief by the Bronze Commander with any issues being raised with the Tactical (TAC) adviser.
- Major or critical incident operations are followed by formal debriefing meetings involving key individuals to assess their effectiveness and to capture points to include in any following event/operation.
- The FSU has regular TAC adviser, inspector and sergeants meetings to address issues raised from operations. A more formal structured debriefing takes place following larger high-risk firearms operations or where significant issues have come to light. The post-incident management procedures would be implemented following the appropriate incident in accordance with the codes of practice.
- West Yorkshire Police has 17 PSUs all trained to level 2 and complies with its responsibility to provide mutual aid. A PSU of special constables has been trained to level 3 and another PSU is planned. The Chief Constable's reserve includes four PSUs trained to level 1 who are trained in PSU vehicle tactics. A mobilisation test was recently successfully carried out.
- Positive action takes place to encourage officers to join the specialist roles due to current under-representation of specific groups. Two awareness days during the last six months have helped to raise the profile of the division and led to the development of a sustainable succession plan.
- Personal invitations are sent to members of under-represented groups to actively encourage their attendance. Flexibility of working patterns supports a number of staff with work-life balance issues through reduced hours and/or changes to duty timings.

### **Areas for Improvement**

- The head of logistics and planning is in the process of developing a force events diary to log all events across the force throughout a rolling 12-month period. This will be updated centrally but accessible electronically for viewing across the force. This will allow senior managers to view the diary and identify key periods of key activity together with any spare capacity.
- PriceWaterhouseCoopers is currently evaluating the performance review process in an attempt to capture a qualitative assessment of service, as opposed to just the current quantitative assessment.

- The overall firearm capability for the FSU and the force has suffered as a result of a number of promotion procedures and positive recruiting campaigns by neighbouring forces. To address this West Yorkshire has organised awareness days, a robust recruiting process and additional basic authorised firearm officer training courses.
- Staff from the territorial divisions are trained as authorised firearms officers; however, the operational support firearms department is now looking to train more of its own staff as authorised firearms officers to reduce the abstraction from divisions, improve capability and provide greater resilience.
- West Yorkshire is considering a cadre system of specialist Silver Commanders. The main benefit would be that fewer people would be trained to a higher standard. Another development under consideration is to provide a structured approach to measuring threat and risk.

## 5C Roads Policing

Fair	Improved
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### Strengths

- The ACC (operational support) is the ACPO lead on roads policing. The head of the operations division is responsible for roads policing matters. He is held to account through PDR and his outcomes are monitored through the corporate review and operational performance review processes.
- A chief inspector (roads policing) has been appointed, with specific responsibility to review and maintain traffic policy for the force. The chief inspector has direct line management for central roads policing resources (motorway unit, road crime team ANPR and accident investigation branch) and links into each police division.
- There is also a roads policing inspector and traffic management sergeant within operations division who link in with other agencies, local authorities and the camera safety partnership. They actively participate at a local level on roads policing initiatives and enforcement.
- A roads policing strategy is now in place with common minimum standards across the force. Central to these arrangements is the tasking and co-ordination process. The strategy is aimed at reducing road death and casualties while at the same time denying criminals the freedom to use the roads.
- The strategy is incorporated in the Chief Constable's operational framework and is fully integrated with other force strategies.
- Overall performance is measured as part of the operational performance and corporate review processes. Operations division has its own internal performance reviews by operations managers who examine team and individual key performance indicators.
- An overview of all road traffic collision hotspots for each division is provided which features in the roads policing section of the force SIA. It is also accessible on the force intranet.
- A senior police staff member monitors the quality and timeliness of all fatal collision files on behalf of the force, working within the criminal justice department and, as part of this role, maintains standards and ensures compliance.
- There are now strong links with the crime division. The ACC (operational support) meets with the chief superintendents from the operations division, crime division and HMET as an extension of NIM, dealing with level 2 criminality.
- All divisions have a traffic intelligence capability working within their intelligence units which links into the force roads policing analyst at the FIU. Casualty hotspots are posted on a divisional basis on the force performance and strategic planning intranet site. Centrally based roads policing resources within Operations division are tasked in accordance with the NIM and reviewed on a weekly basis.
- The siting of safety cameras within force is the responsibility of the safety camera

partnership in consultation with the police and administered through the criminal justice department. National guidelines are strictly adhered to, and all of these sites are accessible through their web page.

- Armed response vehicles (ARVs) are not part of the roads policing function of West Yorkshire Police. There are clear roles and responsibilities for both roads policing and armed response resources. ARVs when not engaged with firearms incidents are deployed on intelligence-led proactive basis into crime hotspot areas. By the very nature of this work they do become involved in roads policing while stopping and checking vehicles.
- The force policy on pursuits is well understood and when firearms are involved or in the initial stages of a spontaneous incident ARVs do become involved.
- All SIOs are experienced roads policing sergeants or detective superintendents and inspectors depending on the nature of the incident, as any road death investigation may need to involve the wider expertise of the investigation family.
- The force has 300 trained family liaison officers with a force family liaison co-ordinator. The force is running a pilot scheme in Bradford division. This is part of a national scheme involving Brake (the road safety charity) and victim support. There are 148 road traffic officers designated as traffic family liaison officers who have received training provided through Brake.
- Partnership with the Highways Agency is strong and the force is also engaged in joint working with the fire brigade and ambulance service, including joint training exercises, tabletop exercises and presentations.
- Multi-agency enforcement initiatives are conducted on a regular basis with the Vehicle and Operator Services Agency, HM Revenue & Customs and Trading Standards. There is active participation in the bike-safe project at local and force level with joint out-of-force initiatives.
- There are a number of diversionary schemes within force, as an alternative to prosecution. There is an innovative speed watch pilot at Keighley, making use of volunteers in partnership with the police at speeding complaint areas. Administered through community safety, this is in its preliminary stages having recently been launched and not yet evaluated.
- Centrally the force has a road crime ANPR intercept team, which is tasked at level 2 to operate within force. Each division has its own ANPR capability that is deployed at a local level to address the criminal use of vehicles through the NIM. Regular meetings take place with practitioners at a force level, and adherence to policy and the use of ANPR technology is monitored by the ACC (operational support) as part of performance review. The force shares data nationally with other areas and has its own integrated back office facility, which will be compatible with the national back office when it comes on line.
- ANPR for the force and the road crime team of operations division is subject to performance management with regular updates posted on a dedicated force intranet site that details monthly performance.
- West Yorkshire chairs the regional ANPR group and attends national meetings.

Valuable external partnerships have been developed with the Highways Agency and the CDRPs and ANPR is integrated with CCTV systems. The helicopter also has an ANPR capability.

### **Areas for Improvement**

- In relation to casualty reduction figures for fatal or serious injury road accidents, West Yorkshire's figure of 0.51 road traffic collisions resulting in death or serious injury per 1,000 population remains above the MSF group average of 0.43.
- A force steering group and divisional management groups support ANPR. Local capability is being enhanced by partnerships with CCTV operators where ANPR capabilities are being integrated with their systems. These arrangements are developing as significant tools in dealing with level 1 and level 2 criminality, which promotes the business case for increased deployment on the motorway network.
- The FIU is working closely with the casualty reduction partnership in developing problem profiles for roads policing to drive activity locally as part of intelligence assessments.
- The operations division holds open days to attract officers to specialise, particularly those of gender or ethnic groups that are under-represented. This will continue during 2005/06. The motorway unit provides familiarisation attachments to allow any officer or member of staff to improve their awareness of policing in that environment.

## 6 Resource Use (Domain B)

Active management and monitoring of the force human resource (HR) strategy has resulted in a reduction in the number of hours lost to sickness by police staff and police officers.

The training plan is clearly linked to organisational objectives, and additional developments around PDR and links to training are planned for 2005/06.

The Chief Constable has set out organisational standards in relation to diversity in his operational framework. The ACC (organisational support) chairs the RES steering group, which involves a wide range of internal and external representation.

Resource management is well structured and effective and the estates strategy is reviewing current building stock against organisational requirements for the future.

The NIM is effective within force and the key issues for 2005/06 will be to deliver improvements around community intelligence and to review existing arrangements against NIM2.

### 6A Human Resource Management

Good	Improved
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#### Strengths

- West Yorkshire has proactively reduced both police officer and police staff hours lost due to sickness. Police officer hours lost has reduced by 4.1% and police staff hours by 9.3% placing the force favourably against its MSF group.
- The HR plan includes the force people strategy, and sets out the principal personnel and training objectives for the organisation, for the next five years. It includes a comprehensive range of HR-related issues and the costs attached.
- The structure of HR in West Yorkshire is clearly defined and decisions are taken at the lowest appropriate level in the organisation. The HR advisory team holds regular formal meetings with divisional and departmental business managers and personnel officers on a range of operational issues, including recruitment, managing competency cases, attendance issues and discipline. Wastage for all groups of officers and staff is closely monitored to identify any areas for concern.
- The HR plan is reviewed on an ongoing basis by senior managers and forms part of the agenda for the monthly meetings with team managers. It is reviewed on a quarterly basis with the PA and HR performance is reviewed twice a year through performance review meetings with the command team.
- The head of personnel and training is actively involved in all major organisational developments, playing a key role in particular in the development around the White Paper *Building Communities, Beating Crime* and the workforce modernisation thematic report.
- Members of the management team and other principal officers in relevant posts hold CIPD qualifications. Other members of staff in relevant posts are being given support to gain a CIPD qualification.

- A number of master classes have been held with the purpose of delivering training to key stakeholders and line managers on areas such as DDA, attendance management and PDR. A pre-placement health assessment for police staff has been introduced to ensure as far as possible that the job offered is not detrimental to the applicant's health and that the applicant is fit to undertake the work expected of them.
- The HR system is used on a daily basis by staff and officers who have received specific training. It is central to all the force's HR processes, including promotion, postings and training. Information derived from the system is used to provide key management information on which decisions are made.
- The force has adopted the integrated competency framework for recruitment to all police and police staff posts. This ensures that a robust framework exists for both the recruitment of police officers and police staff that meets organisational need and ensures the right people are recruited.
- The force champion on PDR is the ACC (organisational support) supported by the head of personnel and training. PDR is fully applied and it is used to support job and promotion applications, monitor achievement of objectives and identify development needs. PriceWaterhouseCoopers has recently completed an evaluation of PDR implementation within West Yorkshire Police and identified that PDR is better regarded than the previous appraisal system and that managers and staff have found the process to more be effective and meaningful.
- HR meets with occupational health, safety and welfare (OHSW) every four weeks to discuss cases and policy development from a HR impact perspective. OHSW also maintains a high profile presence within HR thus allowing regular contact between these meetings.
- Comprehensive sickness management policies are in place and are actively reviewed. The approach to welfare intervention within the work place has ill health prevention at its core. Sickness levels have consistently fallen over the last three years.
- The force has undertaken other initiatives to promote a healthy workforce. Home Office funding was received in 2003/04 that enabled an expanded physiotherapy service to support staff in their return to work. In addition, the communications division was able to fund the continued engagement of a dedicated part-time occupational health adviser and the force has been able to expand its professional counselling provision.
- Injury incident rates (per 100,000 employees) have fallen over a three-year period. The force invests significantly in health and safety training. Through structured liaison between occupational health and HR, and using a multi-disciplinary methodology, West Yorkshire ensures that optimum functional capacity is assessed on a case-by-case level.
- Effective arrangements for regular formal and informal consultations are in place with the staff associations who have ready access to the HR team and work together to identify employee issues. Lessons learnt from employment tribunals are used to improve working practices.

- Proactive monitoring and analysis of grievances is in place and centrally based advisory teams ensure consistency and fairness of approach. The policy team responds quickly to employment issues raised. HR and the diversity team monitor policies relating to fairness at work and other diversity-related policies and issues.
- The ACC (organisational support) takes the lead on health and safety matters, chairing the OHSW committee, which was re-constituted to reflect a multi-disciplinary approach to occupational health within force. The annual HR departmental plan incorporates key health and safety areas, which are managed as priority objectives for the year and subject to command team review. A number of user groups are in place to advise on equipment and other issues.
- The PA Forward Agendas schedule now includes health and safety reporting. The annual health and safety report remains in place and responsibilities are set out within the annually revised force health and safety policy.
- The central health and safety team, which includes two IOSH-registered safety practitioners, maintains policy and force-wide risk assessments as well as conducting audits. At a local level West Yorkshire Police employs health and safety officers who provide an advice and co-ordination input on risk assessments, accident investigation and premises inspections.

#### **Areas for Improvement**

- West Yorkshire is now moving towards workforce planning to provide a predictive capability around succession planning for the training function, looking five years ahead.
- The core personnel element of the National Strategy for Police Information Systems (NSPIS) HR is due to be implemented in December 2005.
- Personnel are seeking an improved take-up of flexible working. Current barriers are identified as cultural, together with a low-level awareness of the benefits to the organisation. Personnel intend to reinvigorate policy in this area to support the sound business case around retention of staff, as well as influencing their perception of the police as a good employer. Local managers need to highlight the benefits and local personnel managers need to be proactively addressing suitable cases.
- A force-wide project is currently under way through which managers are being trained in ill health case handling. This aims to ensure that every case is effectively managed from the outset.
- For police staff, an accelerated incremental progression scheme, based on performance assessed through PDR, is being developed as part of the introduction of new police staff terms and conditions. Work is to be carried out in 2005/06 to further develop police staff reward and recognition mechanisms.

## 6B Training and Development

Fair	Improving
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### Strengths

- The force has a training strategy that is well aligned to relevant HOCs.
- The force has produced a detailed training plan and has made good use of the national costing model in compiling it. The force utilises the national costing model to provide management information to the various training managers in order that planned expenditure can be monitored. The training plan is also linked closely to organisational objectives.
- The costed training plan (CTP) is monitored on a monthly basis by way of the finance department providing the head of training with data regarding performance against it. Variation in the plan is pursued with the relevant section heads in training.
- The force has recently undertaken a mapping exercise against the integrated competency framework in respect of the force training programme.
- The force has adopted the guidance contained in relevant HOCs in relation to the business planning process.

### Areas for Improvement

- The PA does not formally monitor the CTP, other than at the point of its construction and subsequent signing off at the start of the financial year. This needs to be addressed by the PA as a priority.
- Some elements of training are not included in the CTP. Principally these elements concern training provided by operations support, such as equine, dogs and air support. In addition the training provided by divisional training officers is also not costed.
- The force has established a consultancy unit, which works within the training department and reports to the head of training. The unit provides training needs analysis, design, and evaluation and consultation services to departments and divisions. In the past, a more distinct separation of the client from the contractor was in place, although for issues of organisational culture this did not work well, and the current arrangements are felt to be more practically effective. Her Majesty's Inspector stresses that issues of organisational culture that adversely impact on arrangements such as these are a primary area of concern to be addressed by the force executive, so that a clear and genuine separation of the two roles can be established.
- The head of training does not have overall control of all training within force.
- The training consultancy unit undertakes monitoring of trainers within the Training Development Centre (TDC) but not elsewhere. The force must ensure that this process is extendable to all trainers in force at the earliest opportunity.
- The force has adopted the Kirkpatrick model of evaluation in line with national

guidance. Presently, only level 1 and 3 evaluations are undertaken, with the latter suffering from variable response rates from line managers. There is concern that level 2 evaluations (those which seek to confirm the extent to which learning has occurred) are not undertaken. The reason given is that the majority of courses do not have a pass/fail criterion. Although the force does ask participants if they felt the learning objectives of each course have been attained, this is wholly insufficient. The force is strongly encouraged to develop a more objective means of testing the extent to which courses have met the learning objectives set out.

- The force engages with a number of community groups for various aspects of training. However, the force must be aware that engagement of the type currently under way is that which might be expected and a more challenging approach needs to be adopted.
- The force has a number of collaborative arrangements with external organisations. Her Majesty's Inspector acknowledges these, but had some difficulty in determining the extent to which they are genuinely collaborative. Those described largely appeared to consist of inputs to courses from relevant subject matter experts or the provision of training to other organisations in need of police expertise. The force is encouraged to explore collaborative arrangements with external organisations where there is a more overt demonstration of benefit to both sides of the partnership – for example, where there are shared resources and demonstrable efficiency gains.
- The force has adopted the Centrex document, Models for Learning and Development in the Police Service, and applies these to all relevant areas within the TDC. However, those other providers of training within force, over which the head of training has no control, do not utilise the models.
- The process for prioritisation of training described during the inspection is largely subjective in nature. Although it is clear that there is a process borne out of consultation and finally ratification at executive level, it is in need of strengthening. The force was able to describe a previous prioritisation model that applied weightings to various elements of the training plan. Although not available at the time of inspection, this had all the hallmarks of a more robust approach than the present one. It is not known why this approach fell into disuse.

## 6C Race and Diversity

Fair
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### Strengths

- The Chief Constable has set out the organisational standards in relation to diversity in his operational framework. This message has been reinforced by specific team brief items and divisional commanders are provided with a specific diversity objective within their PDR.
- The force has a dedicated diversity unit with an appropriately qualified head of diversity who provides advice to the command team and develops the diversity mission in tandem with the command team.
- The force has in place a fully compliant RES and action plan that has been endorsed by the CRE. An RES steering group chaired by the ACC (organisational support) monitors progress against the plan. The group includes representatives from the PA, staff associations, support networks and the IAG. Force action plans are also in place for Dismantling Barriers and Gender Agenda and these are monitored in the same way.
- Progress towards achieving a diverse workforce together with recruitment, retention and progression of police officers and police staff from minority groups is monitored by three separate steering groups, each chaired by the ACC (organisational support):
  - RES steering group;
  - dismantling barriers steering group; and
  - gender agenda steering group.
- Flexible working and part-time working arrangements are in place and the force steering groups also monitor the progress of these. The work of these groups is reported to the fairness in action advisory group of the PA as a standing agenda item.
- The behavioural competency of respect for race and diversity is included in all role profiles and is part of the PDR process for all staff. This is reinforced by ensuring that this competency is tested in all police promotion processes, for all ranks.
- All policies are easily accessible to all staff through the intranet and there is clear communication of all new policies and policy changes utilising team brief, force newspaper, weekly bulletin etc, as appropriate.
- The force consults with as wide a group of people as possible. This includes the black police association, the gay police association, Christian Police Association and IAG. Support and facilities are granted to these groups to encourage their involvement and ensure that they feel that the force values their contribution, with the black police association provided with funding for a full-time co-ordinator post. The force is a member of the employers' forum on disability.
- Local diversity targets are in place for recruitment and the force has implemented

the national police recruitment process. It monitors all stages of the recruitment process and has put actions in place to deal with issues that are identified. As a result of this work, the force undertakes a range of positive action initiatives and one of these, recruit support seminars, was recognised nationally during 2004 and was awarded third place in the Police Review Diversity Team of the Year Awards.

- Retention and progression are also monitored and there are initiatives in place to improve identified areas of concern.
- A diversity audit has been undertaken and this will influence the revised force race and diversity strategy.
- Force policies have been amended to take account of recent legislative changes to DDA, Employment Equality (Sexual Orientation), Religion, and Belief Regulations 2003.
- A best practice database on the intranet has been established to share good practice and ensure consistency across the force because of changes to the DDA. A series of 'master classes' have also been held for first-line managers to support them in understanding their responsibilities as a result of changes to the legislation.
- The force has in place a diversity training programme that goes under the head of fairness in action, delivered by a dedicated team of diversity trainers. Benefits of diversity to the force are emphasised by the force patrol directory, a copy of which goes to all operational officers and staff.
- The force has a widely accepted fairness in action (grievance) procedure that is supported and underpinned by a variety of alternative dispute resolution tools eg mediation, restorative conferencing and neutral assessment. Exit data is monitored to identify any trends or issues that may exist and this is reported for monitoring purposes to the PA. The current trend is for earlier resolution of grievances.
- The diversity unit provides an input to the new manager's course on grievance handling and alternative dispute resolution aimed at ensuring early intervention and improved chances of success in dispute cases.
- There are a number of monitoring arrangements across the wide HR function that are used to identify diversity training needs, eg PDR monitoring, monitoring of promotion processes, exit data, grievance data and labour turnover statistics.
- West Yorkshire continues to make improvements in the percentage of BME police officers appointed albeit, at the end of March 2005, it was still below the MSF group and national averages on this indicator.
- West Yorkshire continues to make improvements in the percentage of female officers compared with force strength and, at the end of March 2005, had exceeded the MSF group and national averages on this indicator. Similarly, the percentage of female police officer applicants appointed increased by 3.4% to a position above the MSF group average.

### **Areas for Improvement**

- West Yorkshire continues to make improvements in the percentage of BME police

officers appointed but, at the end of March 2005, were still below the MSF group and national averages on this indicator.

- The percentage of female police staff compared with total police staff reduced slightly during 2004/05 and also remained below the MSF group and national averages.
- The recently appointed diversity adviser has identified the need for development of a more inclusive portfolio around diversity and equality of opportunity, which will better represent the issues within West Yorkshire. The work streams identified for 2005/06 are to undertake a review, which will:
  - assess the current levels of activity;
  - define minimum levels of compliance on equality issues;
  - improve communication between the different levels of the organisation; and
  - ensure policy compliance.

## 6D Resource Management

Good	Improved
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### Strengths

- The command team and the PA receive a capital and revenue budget forecast in September/October each year. This includes a three-year medium-term financial forecast for both capital and revenue budgets. The forecast is updated to become a draft budget and is reported to the PA in early December along with the outcome of the provisional local government finance settlement.
- Indicative budget allocations are provided to divisions and HQ departments as part of the planning process. Budget holders are updated on progress throughout the financial planning process at senior manager/budget holder seminars. Final allocations are circulated after the PA approves the budget in late February. The policing plan is agreed in light of the agreed budget.
- The efficiency plan is developed over the same timescales and is integral to the overall planning process. Divisional and departmental plans include operational planning targets, the resources to be used to achieve the targets and cashable/non-cashable efficiencies expected to be achieved during the coming financial year.
- Regular budget monitoring is undertaken to identify budget spending pressures, resources available to redirect and emerging budget pressures. This information emerges from the monthly operational performance review process, quarterly corporate reviews and central monitoring processes. This information is subsequently reported to the PA finance and audit committee.
- An annual risk assessment is undertaken by the command team to establish the required level of general police fund balances. The outcome is reported to the PA and is used by the PA and the Treasurer to inform budget decisions on the level of reserves/balances to be maintained in future years.
- The force has a well-established income generation unit based within the community safety department. The unit deals with income generation, external funding and sponsorship and has associated policies and procedures in place. Each division has an income generation co-ordinator to tap into available funding streams. The force is working with local authorities, which administer these funds, towards ensuring proper outcome generation from this funding, particularly from pooled budgets.
- Special PA seminars are organised to address any new or emerging issues eg RART, activity based costing, finance seminar dealing standard rates, external funding.
- The force has a well-established devolution policy with budgets devolved to divisions and departments for a number of years. Police officer and police staff pay budgets have been devolved since the mid-90s. Over 80% of the force budgets are devolved/delegated to divisions and departments.
- Business managers and finance and administration officers are established in each division and department. These roles act as the financial adviser to the local

management team with additional support coming from the HQ finance department. All divisions and HQ departments have on-line access to the force financial management information system.

- The HQ finance department produces monthly budget-monitoring reports in conjunction with local budget managers. These are reported to the command team and summarised for the PA treasurer; quarterly reports are submitted to the PA. Any major budget variances are followed up with local finance staff. Monthly operational performance reviews and quarterly corporate reviews are used to review operational and financial performance.
- Business managers and finance and administration officers have specific responsibility for resource/financial management on their divisional and departmental management teams. They receive quarterly visits from the HQ finance and personnel departments to deal with any budgetary/people issues. In addition, quarterly business managers' conferences chaired by the assistant chief officer are held. Facilities officers have been appointed in the larger divisions to assist the business managers with the management of fleet and estates.
- The assistant chief officer is a member of the force command team and is a CCAB-qualified accountant. The force has also strengthened the central finance team and increased the number of qualified and experienced accountancy staff. The central finance department runs a range of training courses on the use of the main financial system. These are supplemented with specific seminars to address emerging themes. Examples include the closure of accounts, people planning, external funding/income generation and the review of financial systems.
- The Finance department uses the national financial service benchmarking results to inform the planning process and has participated in the benchmarking exercise each year since its introduction. The benchmarking results were acted upon to reduce the cost of payroll services. The plan is subject to quarterly internal reviews that feed in to updates on progress to the assistant chief officer.
- The force has a central procurement unit that has been strengthened following the BVR of business services. The head of procurement is a member of the PESIG procurement subgroup. The force will house the national police procurement centre of excellence during 2005.
- The force and the PA are aware, from the 2004 baseline assessments, of the importance of implementing and developing the national activity-based costing model (ABC). In the Audit Commissions' national ABC data quality report issued in 2005 the results for the force are shown as:

Force	2003 issues	Costing	Internal controls	Information sources	Reasonable-ness	Use of costing data
West Yorkshire	GOOD	GOOD	POOR	WEAK	GOOD	GOOD

- The force has demonstrated its commitment to implement ABC and will now, with the Authority, wish to continue to develop the use of ABC and activity analysis in particular as a key element of management information to drive the linking of resources to performance. The Audit Commission will monitor progress on an annual basis with results included in future baseline assessments.
- The force has a fully computerised system in place (ORACLE), which can effectively identify and track all relevant personnel details. Specific role requirements for key tasks can easily be accessed, and appropriate staff quickly identified to undertake a task based on relevant training, development and competency.
- Responsibility for effective duties management has in the main been devolved to duties management teams in divisions who are best placed to manage demand and limit the impact of unnecessary payments. Duties management teams take responsibility for managing several deployment budgets such as 'court on rest day' and have significantly reduced costs.
- The force has flexible working policies compliant with legislative requirements offering a diverse range of working patterns and practices. Corporate control is maintained to ensure consistency and encourage mutual agreements to be reached. Significant progress has been made in the past year with a high majority of requests being accepted covering a broad range of staff.
- The force has policies and procedures that relate to all employment groups including special constables and volunteers in relation to the WTD. This includes compliance with rest breaks, time off, night working, and annual leave and health assessments. In addition the force has also amended all its other policies, not directly related to WTD, to support the Act.
- A competition strategy has been formulated and agreed and this is reflected in the policy and practice of procurement within force. The strategy reflects the need to maximise standardisation, deliver economy of scale, effective use of output specifications, co-operation with the national centre of excellence for procurement and ensuring best value.
- The new estates strategy has a steering group, which ensures it is on track to meet operational requirements. West Yorkshire Police is looking towards shared facilities with other agencies incorporating super reception areas. A mapping exercise, conducted with other agencies, will help to establish which facilities are surplus to requirement, and where opportunities exist for leasing.
- The vehicle fleet strategy provides a clear framework to deliver the right vehicle for user needs. The fleet is benchmarked with other forces to monitor performance. A dedicated commissioning unit was established some 10 months ago and this has reduced customer waiting time from 12 months to less than 3 months.

### **Areas for Improvement**

- PriceWaterhouseCoopers is working with the department as part of a PSU-commissioned study to develop best practice performance management.
- The force devolution policy is currently under review with working groups looking at

finance, personnel, procurement/IT/vehicles and external funding and will be re-launched in June 2005. The review will ensure that devolution of budgets and resource management is in line with the decentralised nature of operations and that there are clear opportunities to deliver performance.

- A review is taking place of administrative functions in divisions. The aim is to streamline business services at every level and link them to the corporate overview. Specific areas being examined include procurement and duties management, where IT systems are being examined to improve these processes. The proposed e-procurement system would link the force finance and purchasing systems, reducing administration at the local level, by making the process rules based.
- The force has taken the decision to upgrade its main financial system (sun accounts) following an options review. The move to version five of sun accounts will provide the vehicle to meet the Government's e-commerce targets. Initial implementation plans are built into the finance department plan for 2004/05 and further plans will be contained within the 2005/06 plan.
- Work is currently ongoing to evaluate a range of options for electronic monitoring of hours of work, in response to the WTD. The IT department is considering a number of options and a solution is required to meet the personnel department plans for 2005/06.
- A project is being developed to build a new HQ for the force, and members of the PA are currently preparing the business case for assessment in June 2005. A project to develop a joint training facility with South Yorkshire Police is at the options report stage, culminating in June. A site has also been identified for the development of a new firearms, public order and driver training centre.
- The estates department is currently undertaking significant process reviews, reviewing benchmarking data and information on good practice (provided by the property managers benchmarking group) in order to deliver effective and cost-efficient services.
- A consultant has just completed a review on the transport department and distribution services across the force. Plans are now being developed to deliver an extended working day in the workshop, centralise both the garage and driving/distribution functions which will improve vehicle availability through a planned approach for collection and delivery of fleet vehicles, as well as other items transported around the force.
- Covert fleet provision has proved problematic. Hire agreements determine that rented vehicles cannot be used for operational purposes and a new project seeks to develop partnerships with local garages, done on a corporate footing rather than having separate agreements for each division.

## 6E Science and Technology Management

Good	Stable
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### Strengths

- The ACC (organisational support) has responsibility for IT and the head of information systems (IS) is an advisory member of the command team. The head of IS presents updates on the IS strategy to the command team at quarterly strategic planning meetings.
- The information systems strategy group (ISSG) meets quarterly to review bids for work and to agree a prioritised schedule of investments to achieve the best profile of business benefits.
- The force uses the PRINCE methodology for project management, with larger projects overseen by programme boards. Major projects are scoped and prioritised by the ISSG.
- The MAPS system holds records of force projects. More detail is held for specific IT projects in a directory structure with indexed documents.
- IT projects use a joint application development approach, where the progress towards the intended outcome is measured and adjusted constantly by the direct involvement of the end users. The outcome of projects is also monitored by the ISSG.
- A revised ISSG has recently been established and this is already providing better management of proposed projects. Outsourcing development is now considered as an option and one of the additional benefits has been alerting the force to the true cost of IT development.
- The IT department is looking to bring forward some aspects of the mobile data project to facilitate the development of neighbourhood policing teams. The mobile data project uses Blackberry hand-held terminals to enable officers to carry out PNC checks from remote locations.
- West Yorkshire Police is delivering improved services to victims and vulnerable people through the VIVID information system. This effectively allows the force to manage risk across a number of areas of business involving vulnerability.
- Along with the other ACPO No 2 region forces, West Yorkshire has held workshops to examine the ACPO benchmarking reports, understand the results and compare methods. Several visits have been made to other forces to understand differences in performance results and to glean ideas for improvement.
- Reports on IT system security issues are reported to the information security officer and dealt with using a recording system. Any severe incidents are brought to the attention of the PSU. IT incidents are recorded through IT helpdesk or production support.
- Information security documentation for both CJX and Airwave is submitted to the Police Information Technology Organisation (PITO) for accreditation to the CJX. An

information security incident reporting policy has been agreed and this is included on the force policy database.

- The PITO IT penetration testing scheme is used to comply with the community security policy sponsored by ACPO. The ISO and network manager are 'scoping' the requirements of the next test.
- An extensive suite of generic and specific contingency plans is provided on the force contingency and operational plans system. Its contents are reviewed regularly with more frequent arrangements in place for updating contact details.
- In April 2004, the force held exercise Blue Sky, with a business continuity consultant. A post-exercise report was circulated to all senior managers with a request that all millennium plans be reviewed and updated. Business services has employed a business continuity manager to focus on work largely concerned with the work of that department, across the force.
- The HQ contingency planning department also conducted a full review of existing business continuity plans, with a view to identifying any significant gaps in planning provisions. The findings of this review identified some strengths among existing system arrangements.
- Up to date and working, the force has a standby data centre and a plan that provides replacement processors. There is a comprehensive backup regime with a prioritised list of systems to be restored.

### **Areas for Improvement**

- NSPIS case and custody systems are being evaluated; however, there are concerns about the ability of the custody element to perform in a large custody centre with the volume of prisoners experienced by West Yorkshire.
- Data-sharing agreements with local authorities need further work to enable joint projects to provide multi-agency data tools to support the neighbourhood policing teams. The department is examining the possibility of an internet-based server, which can be fed with data from different agencies. This will allow data owners to control the information they are prepared to place in the repository.
- The mobile data project uses Blackberry handheld terminals to enable officers to carry out PNC checks from remote locations. These are well used and the next step will be to look at enabling case building while out on patrol, with additional opportunities for stop checks to be recorded on these terminals.
- The training and development centre has been commissioned to undertake a training needs assessment to identify IT staff training needs.
- The Highways Agency, with whom West Yorkshire Police is linked into a regional control centre, has selected the NSPIS command and control system. The force will require an interface with the Highways Agency as a key requirement.
- The force is working with its five local authorities to investigate sharing contingency arrangements across a shared and secure network. This would give West Yorkshire Police a wider range of facilities to use, plus some efficiency savings.

## 6F National Intelligence Model

Good	Improved
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### Strengths

- The TASKIT system (a force-wide electronic tasking system) provides a mechanism for monitoring progress against allocated tasks. Tasks that emanate from tasking meetings are disseminated to staff through the briefing system and TASKIT. The tasks frequently identify targets and hotspots.
- Chief officer lead for NIM development and implementation is the ACC (operational support) who chairs the SISG, which has responsibility for all intelligence issues, such as minimum staffing levels, required roles within divisional intelligence units and NIM compliance.
- The force SIA and control strategy form an intrinsic part of the force business planning process and inform all force strategies, policing plans and delivery plans.
- At both divisional and force level, strategic assessments are completed in line with recommended NIM timeframes and using the national template. The control strategies are reviewed after three months to ensure any emerging issues are identified and that previously identified priorities continue to be addressed with the most appropriate techniques.
- At divisional level a tactical assessment is produced on a two-weekly cycle with a review taking place in the interim week. The tactical assessment assesses those areas identified as strategic priorities and any other significant issues.
- Weekly level 1 TCG meetings take place at force level, chaired by the ACC (operational support). A tactical assessment is produced to enable force resources to be deployed to areas identified as a force priority. This forum is also the gateway for divisions to bid for force resources, presenting a suitable problem profile in support of the bid.
- The regional strategic process is co-ordinated by the national criminal intelligence service (NCIS). West Yorkshire Police submits all force level strategic and tactical assessments to NCIS. At a tactical level, each of the regional control strategy themes is reported upon on a monthly basis to NCIS.
- The director of intelligence has produced a manual of guidance for minimum standards of the operation of NIM at level 1. This has been circulated force-wide and is available on the intranet system. This manual has been prepared to reinforce the defined ACPO NIM minimum standards and to introduce corporacy in divisional intelligence activity (level 1). A corporate structure for all divisional intelligence units has been implemented.
- The strategic development of the intelligence function in force is driven by the SISG, which meets quarterly and is chaired by the ACC (operational support). The intelligence and analytical development panel is chaired by the force intelligence manager.
- A continuous cycle of divisional intelligence unit inspections takes place, which

incorporates a review of the key elements of the NIM minimum standards. During future rounds of divisional inspections, the reports will include best practice and not only areas for improvement.

- Regular inspections take place by the operational security officer in conjunction with the information security officer to ensure compliance with policies relating to system and source assets.
- A NIM facility has been created on the West Yorkshire Police intranet site, which incorporates templates for all knowledge assets and guidance documents. Each divisional intelligence unit intranet site has been designed centrally to ensure corporacy and ease of use. This site incorporates daily briefings together with a wide range of intelligence products.
- There is a comprehensive training schedule provided by West Yorkshire Police training and development centre around intelligence and analysis training. The courses offered are continually assessed to ensure that they remain relevant.
- In order to promote best practice and ensure corporacy of approach, regular forums are held for managers within the intelligence function. The force is in the process of establishing a divisional intelligence unit supervisors' forum.
- The force is well represented at regional level and in the tasking and co-ordinating processes. The ACC (operational support) chairs the regional tactical TCG and the DCI (specialist intelligence support) has been appointed as chair of the regional intelligence group. The regional and force control strategies are complementary, leading to a consistency of tasking and inter-linking of both regional and force priorities.

### **Areas for Improvement**

- The force has designed a programme for the implementation of NIM2, which will tend to bring together the disparate intelligence functions within force to avoid the possibility of level 2 issues being missed. The programme will seek to strike the balance between divisional control and corporate consistency. The first stage of the programme is to carry out a readiness assessment for NIM2, including a scientific approach to the development of a proper business model.
- Currently the roles of the director of intelligence and the authorising officer are combined and consideration is to be given to assigning them to distinct individuals.
- A review is taking place of minimum spending, staffing levels, roles and responsibilities to ensure that intelligence units are efficiently resourced to meet the increasing demands placed upon them through, for example, increased use of ANPR, freedom of information, neighbourhood policing teams and PPOs.
- New courses due for delivery in 2005 are a telecommunications analysis and a financial analysis course aimed at staff wishing to successfully analyse data from those specific environments. An I2 course is also scheduled for 2005, with the introduction of I2 analyst workstations throughout the force.

## 7 Leadership and Direction

The composition of the command team has changed within the last year at ACC level following the promotion and retirement of two previous members. The command team continues to drive operational performance and improvement and has overseen significant results around crime, call handling and providing reassurance. The appointment of new post holders for HR and diversity is bringing added value to the force. The development of performance reviews for support departments is beginning to deliver similar levels of improvement to the operational units.

### 7A Leadership

<b>Good</b>
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#### Strengths

- The command team has changed within the last year with the appointment of two new ACCs.
- Individual training needs of the whole command team are identified using the PDR process and then balanced against the needs of team West Yorkshire. The Chief Constable carefully monitors the level of national/regional responsibilities to ensure an appropriate balance is maintained.
- Chief officers meet informally every other week over lunch to encourage team building and allow them to discuss matters in an informal atmosphere. Every three months, planning days, which normally include an overnight stay, are held away from force to discuss strategic issues.
- The Chief Constable's operational framework has been developed over the past three years to reflect the changing world in which the force operates. This outlines in simple terms how West Yorkshire Police does its business. Empowerment is effective with divisional and departmental commanders having the authority to make decisions within the operational framework.
- The ACC (organisational support) is the champion for diversity issues within force. He also holds the ACPO race portfolio. The force has a separate diversity unit, the head of which reports directly to him. The chief officer team uniformly takes the lead in delivering diversity messages.
- A constructive relationship exists with the PA through a comprehensive structure of meetings between the force and the PA that covers all areas of business. Monthly meetings are held between the Chief Constable and chair of the PA. To supplement these there are monthly business and planning meetings between the DCC and chief executive.
- The team briefing process is used as a means of delivering corporate messages in a manner that will be received by a significant percentage of staff. All chief officers hold regular monthly meetings with senior managers within their portfolios, at the start of the team briefing process. In addition, more routine meetings are held as

considered necessary by the individual chief officer.

- Full use is made of the range of communications media to meet the needs of staff, which includes the force intranet site, team briefs, weekly bulletins, force magazine and the publication of the minutes of key meetings within force.
- The Chief Constable holds promotions seminars for all newly promoted police officers. This is structured in a semi-formal way in the Chief Constable's office to allow an open discussion to take place.
- The Chief Constable makes regular, unannounced visits to divisions and departments and smaller units, in order to meet staff and get a first-hand feel of how the organisation is operating, outside of the more structured visit process. On a more formal basis, the Chief Constable and chief officers attend all medal ceremonies, when they meet both staff and families.
- Visibility is a key issue for the command team with each having a responsibility for maximising it. There are obvious differences in opportunities between roles but internal visibility is also considered a priority for the team.
- The force policy database has recently been re-launched employing an enhanced (Trove) system to present a clear set of corporate policies and guidance for staff to operate within. These policies now have a direct link to the three-year policing strategy to clearly state the command team position across the entire business of the force.
- All changes to policy are fed through the command team process so all chief officers can assess the impact of changes across all areas, rather than in isolation. Where necessary, specific working groups are set up to take forward changes with representation from all appropriate departments. This includes the production of clear project and action plans, using the force project management system where appropriate.
- Members of the command team use opportunities where available to promote the force through the media and to respond to public concerns. A number of recent, high profile issues have been managed effectively through chief officer leads.
- All chief officers actively seek opportunities to recognise good work and to develop the existing rewards and recognition provisions, including financial.

### **Areas for Improvement**

- The Chief Constable continues to seek opportunities for command team development but has difficulties in balancing opportunities for police staff members, together with difficulties over financial advancement. The force is working with the PA to resolve them in line with the model already agreed around the director of finance.
- There is a need over the coming months to identify the training needs of the new members of the command team and provide inputs accordingly.
- The best value process has been refocused on cross-cutting issues, rather than divisional or departmental reviews, and is becoming a more effective continuous

improvement model.

- The PA involvement around performance measurement continues to develop, and information demands are increasing as the processes develop. There is a need to review the information systems around this area.

## 7B Strategic Management

Good	Stable
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### Strengths

- The chief officer lead for strategic management is the DCC and this responsibility is managed through the force management support department.
- On a quarterly basis the command team holds a special planning meeting (command team planning days) to consider the critical internal and external issues impacting upon the force and plan appropriate responses. A key part of this process involves the analysis of force performance in relation to HMIC baseline and policing performance assessment framework themes.
- The new three-year policing strategy expresses the vision for policing in West Yorkshire. The vision is clearly and simply summarised under the four headings of:
  - working in partnership to create safer communities;
  - reducing crime and bringing more offences to justice;
  - improving public confidence and satisfaction; and
  - making the best use of our assets.
- The policing strategy has been developed through the involvement of key stakeholders and has reflected the views of the communities of West Yorkshire. The planning process has involved the active participation of the force, PA, CDRPs, LCJB and the Government Office to build consistency between the strategies and target setting.
- The policing strategy is widely communicated to the public of West Yorkshire by way of the policing plan summary document and the force and PA websites. The Chief Constable's operational framework is being used to communicate a summary of the strategy to staff and relevant agencies.
- The three-year policing strategy makes explicit the linkage between national and local objectives. BCU and department planning guidance helps to cascade this into local plans so they are consistent and have been developed in recognition of relevant consultation. Local action plans and control strategies are then linked to the objectives and targets.
- There are processes in place to ensure the planning activity meets national and local requirements as well as providing the necessary links with other PA committees and planning cycles, and contains appropriate objectives and targets.
- A new strategic planning model has recently been introduced to improve the integration of planning processes and in particular the linkage between business planning and the operational planning structured around NIM. The planning cycle has been formally agreed with the PA and this provides clarity of products, linkage and timescales.
- A key product of the strategic planning model is the development of a delivery plan.

The delivery plan identifies force-level projects required to address current priorities and provides a mechanism to manage and monitor delivery.

- The force has a well-established project management infrastructure that is employed for major change activity. The work programme, which emerged from the recent PSU engagement, demonstrates how major change is typically managed.
- Corporate change projects and programmes are structured on whole system principles to get a rounded involvement of stakeholders. The process and system improvements resulting from these exercises build in the customer perspective.
- At a force level, the policing plan working party develop SMART (Specific, Measurable, Achievable, Realistic, Time-based) objectives and targets for priority areas, consistent with national and local requirements. These feature in the policing plan and are publicised widely by the PA. The force disaggregates relevant targets down to district, divisional and departmental level, recognising local capacity and appropriate CDRP target-setting processes.
- The PA has a current consultation strategy. This is designed to improve the reach and effectiveness of public and stakeholder consultation and guarantee the consultation results are appropriately reflected in decision making.
- A number of methods are currently used to consult with the public about policing and community safety, ranging from open public meetings in neighbourhoods, to large district consultation events, questionnaires and focus groups with 'hard to reach' groups such as young people, minority ethnic groups and the lesbian, gay and bisexual community.
- Monitoring arrangements by the PA are robust, but flexible enough to allow the force to agree changes in priorities as the year progresses.
- The force has established a police reform implementation programme, under the chairmanship of the DCC and with other relevant ACPO membership to formally manage and control the introduction of the police reform process. A force website dedicated to police reform has been utilised to keep the force abreast of developments.
- The police reform pay and conditions agreement has been implemented. The force is now entering the third year of special priority payments and competency related threshold payments have operated since April 2003. The impact of both schemes has very recently been evaluated and further work is being undertaken to locally develop and enhance these schemes. The payments are linked to the four national performance areas and only those officers achieving the desired competency levels are given the payments. Both payments are also linked to attendance. The bonus scheme is well established and over 400 payments have now been made.
- As part of the annual planning process the views of all staff are sought to help identify opportunities for improvement across the force. A survey is distributed to all staff and following analysis of these a series of facilitated focus groups is held to gain a better understanding of issues identified in the survey.
- On a monthly basis the team-briefing process presents key messages from the force cascaded down through the whole organisation. During team briefs at each

level any questions of clarification and feedback are collated and formal force responses provided for the next round of team briefing.

- The force has an established suggestion scheme with a reward mechanism that successfully encourages staff to submit ideas for improvement and demonstrate innovation.
- An impact assessment form has been developed for use on new policy and in the annual rolling reviews of existing policy.

### **Areas for Improvement**

- The force devolution policy is currently under review with working groups looking at finance, personnel, procurement/IT/vehicles and external funding and will be re-launched in June 2005. There is a need to fully integrate the changes in this area with the planning and review processes to ensure the force derives maximum benefit from these and other proposed business changes.
- A new programme of BVRs has also been identified that is more process driven, allowing a theme to be addressed that might cut through several departments.
- The new programme:
  - focuses on strategic areas, which reflect the main priorities and objectives of the PA and force;
  - tackles outward-facing services or the contribution that support services make to the improvement of outward-facing services;
  - adopts a proportionate approach, addressing areas that present the most serious challenges to, or the biggest opportunities for, improvements in delivery of policing services; and
  - proactively seeks opportunities for wider collaboration with other PAs at a national or local level or with other partners on a cross-cutting basis.

**7C Performance Management and  
Continuous Improvement**

<b>Good</b>	<b>Improved</b>
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**Strengths**

- The realignment of command team portfolios has enabled a greater focus on performance by all key process and strategy owners with direct accountability to a functional corporate ‘owner’ within the command team.
- All performance review meetings involving either divisional commanders or departmental heads are chaired by a member of the force command team. The now well-established cycle of performance reviews, via the quarterly corporate reviews and the monthly operational reviews, are linked into the PA performance review committee with members’ attendance at review meetings.
- A series of ‘performance management master classes’ sponsored by the DCC and attended by key managers sets performance management in context with the national agenda and has resulted in a greater shared understanding about the importance of effective performance management and leadership.
- The overall themes for the corporate reviews vary on a quarterly basis. They are determined by the force command team, based on performance data analyses and the significant policing issues and vulnerabilities facing the force at the time. Following the corporate review round, a debrief is prepared which identifies common themes to feed back to BCU commanders.
- Operational policing reviews are undertaken by the ACC (territorial operations) at divisional locations with all members of the senior management team on a quarterly cycle. The operational policing reviews focus on short to medium-term analysis of performance, followed up by interventions to help improve divisional processes and systems.
- Following the review cycle a joint debrief, and subsequent command team debrief, identify force-wide and cross-functional weaknesses, improvement opportunities and good practice as well as new review themes and the agenda for matters to be addressed in the next cycle.
- Command team meetings are used to scrutinise the performance of support departments and every command team meeting includes at least one departmental performance review. At these meetings each support department head is required to present their performance against agreed objectives and to identify emerging problems and opportunities in relation to the achievement of their overall objectives.
- Senior managers’ forums are employed by the command team to communicate and consult on performance-related issues.
- Beneath these force-level processes, within divisions and departments, individual performance is directly linked to divisional or departmental priorities via PDR, and team-based performance is managed within divisions via ‘team pack’.
- Public satisfaction and customer perception survey data are integral elements of

the performance review process with targets set for the achievement of public satisfaction performance indicators. Significant areas of underperformance are expected to be the result of exception reporting, which is addressed and scrutinised during the Operational Performance Review (OPR) process.

- Individual customer groups are not only used as part of the overall performance assessment, but in the case of vulnerable groups such as minority ethnic communities and victims of homophobic crimes the establishment of scrutiny panels to examine investigation quality have significantly contributed to the development of quantitative assessment. Departments use these surveys to refocus their services and address aspects of quality of service.
- The force has developed a 'performance driver' self-assessment tool jointly with consultants to make 'excellence assessments' more accessible. The driver is employed by management teams for a range of purposes, with the main applications being to support their planning processes, to implement major change or to prepare for Inspection.
- The force has an intranet-based management information system (E-MIS) that provides a comprehensive range of timely and accurate performance data that is available to every member of the force. Information is delivered on a daily, weekly and monthly basis to provide managers with sufficient data to enable them to assess the outcomes of specific activity as well as monitor progress towards target achievement.
- Weekly chief officer group information is provided to senior managers and is available on the intranet. This information focuses on the force priority crime areas, and summarises the latest week's performance, comparing with last year and highlighting progress against the respective target areas. The presentation style allows for 'at a glance' comparisons in performance across all territorial divisions.
- To scrutinise individual performance, the force has in place IMPACT, an IT system that provides local managers with a profile of any officer they request. The profile identifies performance over the last 12 months (including monthly breakdowns) across a range of activities, including numbers of arrests, incidents attended, files submitted and stop and searches undertaken. IMPACT data is updated monthly and IMPACT systems are available at all divisions.

### **Areas for Improvement**

- The force is currently working with PriceWaterhouseCoopers to develop the performance management processes for support departments. Pilots are being progressed in three departments and the products of the work in West Yorkshire are intended to form the basis of a PSU national good practice guide.
- The force, as part of the neighbourhood policing project, is beginning to develop appropriate quantitative and qualitative indicators to be able to measure its overall effectiveness in delivering what it regards as a step change in policing performance.

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**Appendix 1: Performance Tables**

1A: Fairness and Equality							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (SPI 3a)	N/A	40.2%	N/A	45.6%	6 out of 6	48.6%	31 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided (SPI 3a)	N/A	64.0%	N/A	70.8%	6 out of 6	71.5%	30 out of 37
% of white users very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	56.0%	N/A	58.5%	4 out of 6	56.8%	24 out of 37
% of users from BME groups very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	42.5%	N/A	46.6%	6 out of 6	44.1%	33 out of 37
Difference between very/completely satisfied rates (SPI 3b)	N/A	13.5 pts	N/A	11.8 pts	N/A	12.7 pts	N/A
% of white users satisfied with respect to the overall service provided (SPI 3b)	N/A	75.0%	N/A	81.0%	6 out of 6	78.0%	31 out of 37
% of users from BME groups satisfied with respect to the overall service provided (SPI 3b)	N/A	65.9%	N/A	75.0%	6 out of 6	71.2%	33 out of 37
Difference between satisfied rates (SPI 3b)	N/A	9.12 pts	N/A	5.98 pts	N/A	6.8 pts	N/A
% of PACE stop/searches of white persons which lead to arrest (SPI 3c)	*	*	*	*	*	*	*
% of PACE stop/searches of persons from BME groups which lead to arrest (SPI 3c)	*	*	*	*	*	*	*
Difference between PACE arrest rates (SPI 3c)	*	*	*	*	*	*	*
% detected violence against the person offences for victims from BME groups (SPI 3d)	N/A	*	N/A	30.9%	*	24.7%	*
% detected violence against the person offences for White victims (SPI 3d)	N/A	*	N/A	35.7%	*	34.6%	*
Difference in violence against the person detection rates. (SPI 3d)	N/A	*	N/A	4.85 pts	N/A	9.9 pts	N/A
Difference between PACE stop/searches per 1,000 white and per BME population	*	*	*	*	*	*	*
Racially or religiously aggravated offences per 1000 population	0.89	1.02	14.2 %	0.91	5 out of 6	0.70	39 out of 42
% detected racially or religiously aggravated offences	25.2%	28.3%	3 Pts	31.9%	6 out of 6	36.4%	42 out of 43

1B: Neighbourhood Policing and Community Engagement							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of people who think that their local police do a good job (SPI 2a)	N/A	48.5%	N/A	47.2%	2 out of 6	48.6%	19 out of 42

\* This data was not available at the time of publication

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<b>1C: Customer Service and Accessibility</b>							
<b>Indicator</b>	<b>2003/4</b>	<b>2004/5</b>	<b>Change</b>	<b>MSF Ave 2004/5</b>	<b>MSF Rank 2004/5</b>	<b>National Ave 2004/5</b>	<b>National Rank 2004/5</b>
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to making contact with the police <b>(SPI 1a)</b>	N/A	64.6%	N/A	66.2%	4 out of 6	65.9%	28 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to action taken by the police <b>(SPI 1b)</b>	N/A	54.4%	N/A	55.6%	4 out of 6	54.9%	25 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to being kept informed of progress <b>(SPI 1c)</b>	N/A	37.0%	N/A	41.8%	5 out of 6	38.8%	27 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to their treatment by staff <b>(SPI 1d)</b>	N/A	69.3%	N/A	69.3%	4 out of 6	69.5%	26 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to the overall service provided <b>(SPI 1e)</b>	N/A	55.2%	N/A	57.4%	4 out of 6	55.6%	24 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to making contact with the police <b>(SPI 1a)</b>	N/A	84.7%	N/A	89.1%	5 out of 6	87.8%	32 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to action taken by the police <b>(SPI 1b)</b>	N/A	71.2%	N/A	77.7%	5 out of 6	75.4%	31 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to being kept informed of progress <b>(SPI 1c)</b>	N/A	53.1%	N/A	64.3%	5 out of 6	58.5%	30 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to their treatment by staff <b>(SPI 1d)</b>	N/A	84.8%	N/A	89.3%	6 out of 6	87.8%	31 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to the overall service provided <b>(SPI 1e)</b>	N/A	74.4%	N/A	80.4%	6 out of 6	77.3%	32 out of 37
% of people who think that their local police do good job <b>(SPI 2a)</b>	N/A	48.5%	N/A	47.2%	2 out of 6	48.6%	19 out of 42
% of victims of racist incidents very/completely satisfied with respect to the overall service provided <b>(SPI 3a)</b>	N/A	40.2%	N/A	45.6%	6 out of 6	48.6%	31 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided <b>(SPI 3a)</b>	N/A	64.0%	N/A	70.8%	6 out of 6	71.5%	30 out of 37
% of PA buildings open to the public which are suitable for and accessible to disabled people	81.8%	79.2%	-2.7 Pts	79.4%	3 out of 6	76.9%	18 out of 38

\* This data was not available at the time of publication

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<b>2A: Reducing Hate Crime and Crimes Against Vulnerable Victims</b>							
<b>Indicator</b>	<b>2003/4</b>	<b>2004/5</b>	<b>Change</b>	<b>MSF Ave 2004/5</b>	<b>MSF Rank 2004/5</b>	<b>National Ave 2004/5</b>	<b>National Rank 2004/5</b>
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident <b>(SPI 8a)</b>	67.7%	*	*	66.7%	*	55.7%	*
% of partner-on-partner violence <b>(SPI 8b)</b>	90.3%	*	*	76.3%	-	74.1%	-
Racially or religiously aggravated offences per 1000 population	0.89	1.02	14.2 %	0.91	5 out of 6	0.70	39 out of 42
% detected racially or religiously aggravated offences	25.2%	28.3%	3 Pts	31.9%	6 out of 6	36.4%	42 out of 43

<b>2B: Volume Crime Reduction</b>							
<b>Indicator</b>	<b>2003/4</b>	<b>2004/5</b>	<b>Change</b>	<b>MSF Ave 2004/5</b>	<b>MSF Rank 2004/5</b>	<b>National Ave 2004/5</b>	<b>National Rank 2004/5</b>
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) <b>(SPI 4a)</b>	9.0%	4.0%	-5 Pts	4.8%	4 out of 6	5.3%	13 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime <b>(SPI 4b)</b>	28.0%	21.8%	-6.2 Pts	20.4%	4 out of 6	17.9%	36 out of 42
Domestic Burglary per 1,000 households <b>(SPI 5a)</b>	34.15	21.52	-37 %	20.07	5 out of 6	14.40	41 out of 43
Violent crime per 1,000 population <b>(SPI 5b)</b>	24.78	23.45	-5.4 %	23.86	3 out of 6	22.44	31 out of 42
Robberies per 1,000 population <b>(SPI 5c)</b>	1.78	1.05	-41.3 %	2.06	3 out of 6	1.68	31 out of 42
Vehicle crime per 1,000 population <b>(SPI 5d)</b>	26.60	18.36	-31 %	17.33	4 out of 6	13.99	36 out of 42
Life threatening crime and gun crime per 1,000 population <b>(SPI 5e)</b>	0.72	0.66	-8.5 %	1.00	2 out of 6	0.61	32 out of 42
Total recorded crime per 1000 population	155.33	125.74	-19.1 %	118.87	5 out of 6	105.37	38 out of 42
Violent Crime committed by a stranger per 1,000 population	*	*	*	9.23	*	9.87	*
Violent Crime committed in a public place per 1,000 population	*	*	*	15.67	*	13.86	*
Violent Crime committed under the influence of intoxicating substances per 1,000 population	*	*	*	3.40	*	4.16	*
Violent crime committed in connection with licensed premises per 1,000 population	*	*	*	1.27	*	1.44	*
% of domestic burglaries where the property has been burgled in the previous 12 months	12.3%	9.8%	-2.6 Pts	9.5%	2 out of 5	8.3%	31 out of 37

\* This data was not available at the time of publication

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<b>2C: Working with Partners to Reduce Crime</b>							
<b>Indicator</b>	<b>2003/4</b>	<b>2004/5</b>	<b>Change</b>	<b>MSF Ave 2004/5</b>	<b>MSF Rank 2004/5</b>	<b>National Ave 2004/5</b>	<b>National Rank 2004/5</b>
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) (SPI 4a)	9.0%	4.0%	-5 Pts	4.8%	4 out of 6	5.3%	13 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime (SPI 4b)	28.0%	21.8%	-6.2 Pts	20.4%	4 out of 6	17.9%	36 out of 42
Domestic Burglary per 1,000 households (SPI 5a)	34.15	21.52	-37 %	20.07	5 out of 6	14.40	41 out of 43
Violent crime per 1,000 population (SPI 5b)	24.78	23.45	-5.4 %	23.86	3 out of 6	22.44	31 out of 42
Robberies per 1,000 population (SPI 5c)	1.78	1.05	-41.3 %	2.06	3 out of 6	1.68	31 out of 42
Vehicle crime per 1,000 population (SPI 5d)	26.60	18.36	-31 %	17.33	4 out of 6	13.99	36 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.72	0.66	-8.5 %	1.00	2 out of 6	0.61	32 out of 42
Total recorded crime per 1000 population	155.33	125.74	-19.1 %	118.87	5 out of 6	105.37	38 out of 42

<b>3A: Investigating Major and Serious Crime</b>							
<b>Indicator</b>	<b>2003/4</b>	<b>2004/5</b>	<b>Change</b>	<b>MSF Ave 2004/5</b>	<b>MSF Rank 2004/5</b>	<b>National Ave 2004/5</b>	<b>National Rank 2004/5</b>
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.72	0.66	-8.5 %	1.00	2 out of 6	0.61	32 out of 42
Number of abductions per 10,000 population	0.129	0.072	-44.4 %	0.015	6 out of 6	0.016	38 out of 42
% of abduction crimes detected	18.5%	33.3%	14.8 Pts	47.1%	3 out of 6	34.9%	12 out of 43
Number of attempted murders per 10,000 population	0.11	0.10	-12.5 %	0.23	2 out of 6	0.14	21 out of 42
% of attempted murder crimes detected	91.7%	76.2%	-15.5 Pts	64.8%	3 out of 6	72.7%	26 out of 43
Number of blackmail per 10,000 population	0.272	0.12	-56.1 %	0.25	3 out of 6	0.28	10 out of 42
% of blackmail crimes detected	31.6%	28.0%	-3.6 Pts	32.4%	5 out of 6	26.2%	25 out of 43
Number of kidnappings per 10,000 population	0.682	0.44	-35 %	0.61	3 out of 6	0.53	28 out of 42
% of kidnapping crimes detected	51.0%	48.4%	-2.7 Pts	47.1%	4 out of 6	44.3%	23 out of 43
Number of manslaughters per 10,000 population	0.057	0.019	-66.7 %	0.025	2 out of 6	0.025	19 out of 42
% of manslaughter crimes detected	41.7%	175.0%	133.3 Pts	85.7%	1 out of 6	119.2%	4 out of 43
Number of murders per 10,000 population	0.148	0.177	19.4 %	0.194	3 out of 6	0.138	37 out of 42
% of murder crimes detected	61.3%	86.5%	25.2 Pts	88.1%	4 out of 6	94.5%	32 out of 43
Number of rapes per 10,000 population	2.99	2.78	-7 %	3.08	4 out of 6	2.65	30 out of 42
% of rape crimes detected	31.3%	25.2%	-6 Pts	28.0%	5 out of 6	29.5%	28 out of 43

\* This data was not available at the time of publication

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<b>3B: Tackling Level 2 Criminality</b>							
<b>Indicator</b>	<b>2003/4</b>	<b>2004/5</b>	<b>Change</b>	<b>MSF Ave 2004/5</b>	<b>MSF Rank 2004/5</b>	<b>National Ave 2004/5</b>	<b>National Rank 2004/5</b>
Violent crime per 1,000 population ( <b>SPI 5b</b> )	24.78	23.45	-5.4 %	23.86	3 out of 6	22.44	31 out of 42
Life threatening crime and gun crime per 1,000 population ( <b>SPI 5e</b> )	0.72	0.66	-8.5 %	1.00	2 out of 6	0.61	32 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population ( <b>SPI 6c</b> )	0.14	0.46	216.7 %	0.34	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine ( <b>SPI 6c</b> )	22.7%	20.0%	-12.2 %	22.2%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin ( <b>SPI 6c</b> )	47.7%	52.7%	10.3 %	50.4%	N/A	43.7%	N/A
Number of joint operations between the force and NCS	1.00	*	*	*	N/A	3.94	N/A
Number of joint operations between the force and Revenue and Customs	14	*	*	*	N/A	6.78	N/A
No. of confiscation orders	27	44	63 %	67.7	N/A	43.16	N/A
Total value of confiscation orders	£3,620,441	£1,251,444	-65.4 %	£933,856	N/A	£1,179,340	N/A
No. of forfeiture orders	85	114	34.1 %	18.9	N/A	18.21	N/A
Forfeiture value	£77,507	£394,880	409.5 %	£87,572	N/A	£79,822	N/A
Trafficking in controlled drugs per 1000 population	0.52	0.67	28.1 %	0.52	5 out of 6	0.45	38 out of 42
% detected trafficking in controlled drugs offences	91.8%	92.4%	0.6 Pts	87.9%	1 out of 6	91.7%	21 out of 43

<b>3C: Investigating Hate Crime and Crime Against Vulnerable Victims</b>							
<b>Indicator</b>	<b>2003/4</b>	<b>2004/5</b>	<b>Change</b>	<b>MSF Ave 2004/5</b>	<b>MSF Rank 2004/5</b>	<b>National Ave 2004/5</b>	<b>National Rank 2004/5</b>
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident ( <b>SPI 8a</b> )	67.7%	*	*	66.7%	*	55.7%	*
% of partner-on-partner violence ( <b>SPI 8b</b> )	90.3%	*	*	76.3%	*	74.1%	*
Racially or religiously aggravated offences per 1000 population	0.89	1.02	14.2 %	0.91	5 out of 6	0.7	39 out of 42
% detected racially or religiously aggravated offences	25.2%	28.3%	3 Pts	31.9%	6 out of 6	36.4%	42 out of 43

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<b>3D: Volume Crime Investigation</b>							
<b>Indicator</b>	<b>2003/4</b>	<b>2004/5</b>	<b>Change</b>	<b>MSF Ave 2004/5</b>	<b>MSF Rank 2004/5</b>	<b>National Ave 2004/5</b>	<b>National Rank 2004/5</b>
% detected of vehicle crimes ( <b>SPI 7e</b> )	7.5%	13.7%	6.2 Pts	10.5%	1 out of 6	10.1%	14 out of 43
% detected of violent crime ( <b>SPI 7c</b> )	45.1%	49.5%	4.4 Pts	50.5%	4 out of 6	49.5%	29 out of 43
% detected of domestic burglaries ( <b>SPI 7b</b> )	12.6%	17.2%	4.6 Pts	14.5%	3 out of 6	15.9%	20 out of 43
% detected of robberies ( <b>SPI 7d</b> )	28.3%	32.1%	3.9 Pts	22.1%	1 out of 6	19.9%	10 out of 43
% of notifiable/recorded offences resulting in a charge, summons, caution or taken into consideration at court ( <b>SPI 7a</b> )	16.7%	23.2%	6.5 Pts	22.6%	3 out of 6	21.4%	22 out of 43
% total crime detected	19.5%	24.6%	5 Pts	25.1%	4 out of 6	25.7%	34 out of 43
% sanction detected of vehicle crimes	7.0%	13.2%	6.2 Pts	9.6%	1 out of 6	9.3%	11 out of 43
% sanction detected of violent crime	35.0%	43.8%	8.8 Pts	39.7%	1 out of 6	34.3%	7 out of 43
% sanction detected of domestic burglaries	11.8%	16.0%	4.1 Pts	12.8%	2 out of 6	14.3%	19 out of 43
% sanction detected of robberies	26.0%	29.7%	3.7 Pts	20.3%	1 out of 6	17.2%	9 out of 43
% detected racially or religiously aggravated offences	25.2%	28.3%	3 Pts	31.9%	6 out of 6	36.4%	42 out of 43
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court ( <b>SPI 6a</b> )	46740	64620	38.3 %	50085	N/A	27381	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court ( <b>SPI 6b</b> )	14.5%	24.5%	10 Pts	22.5%	2 out of 6	20.7%	13 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population ( <b>SPI 6c</b> )	0.14	0.46	216.7 %	0.34	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine ( <b>SPI 6c</b> )	22.7%	20.0%	-12.2 %	22.2%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin ( <b>SPI 6c</b> )	47.7%	52.7%	10.3 %	50.4%	N/A	43.7%	N/A

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<b>3E: Forensic Management</b>							
<b>Indicator</b>	<b>2003/4</b>	<b>2004/5</b>	<b>Change</b>	<b>MSF Ave 2004/5</b>	<b>MSF Rank 2004/5</b>	<b>National Ave 2004/5</b>	<b>National Rank 2004/5</b>
Burglary Dwelling - % scenes examined	68.0%	87.3%	19.3 Pts	82.7%	2 out of 6	85.4%	22 out of 42
Theft of motor vehicle (MV) - % scenes examined	32.0%	42.1%	10.1 Pts	41.9%	4 out of 6	40.1%	32 out of 42
% fingerprint recovery from burglary dwelling scenes examined	29.0%	30.3%	1.3 Pts	27.8%	2 out of 6	32.1%	31 out of 42
% fingerprint recovery from theft of MV scenes examined	70.0%	57.4%	-12.6 Pts	48.4%	2 out of 6	48.9%	13 out of 42
% DNA recovery from burglary scenes examined	5.0%	6.0%	1 Pts	7.5%	5 out of 6	8.2%	37 out of 42
% DNA recovery from theft of MV scenes examined	18.0%	25.2%	7.2 Pts	19.9%	2 out of 6	20.1%	12 out of 42
% fingerprint identifications from recovery at burglary dwelling scenes	26.0%	24.3%	-1.7 Pts	18.4%	2 out of 6	16.8%	4 out of 42
% DNA matches from recovery at burglary dwelling scenes	*	39.1%	N/A	39.4%	4 out of 6	35.5%	13 out of 42
% DNA matches from recovery at theft of MV scenes	*	22.1%	N/A	33.9%	6 out of 6	38.3%	40 out of 42
% fingerprint identifications from recovery at theft of MV scenes	30.0%	30.0%	0 Pts	27.1%	2 out of 6	27.9%	15 out of 42
% conversion of fingerprint identifications to primary detections	35.0%	35.6%	0.6 Pts	43.0%	4 out of 6	45.3%	33 out of 41
% conversion of fingerprint identifications to total detections (incl. secondary)	64.0%	102.9%	38.9 Pts	83.7%	3 out of 6	82.5%	12 out of 41
% DNA primary detections per match	41.0%	45.1%	4.1 Pts	42.8%	4 out of 6	49.5%	32 out of 42
% DNA total detections per match (incl. secondary)	84.0%	109.5%	25.5 Pts	85.3%	2 out of 6	88.7%	13 out of 42

<b>3F: Criminal Justice Processes</b>							
<b>Indicator</b>	<b>2003/4</b>	<b>2004/5</b>	<b>Change</b>	<b>MSF Ave 2004/5</b>	<b>MSF Rank 2004/5</b>	<b>National Ave 2004/5</b>	<b>National Rank 2004/5</b>
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6a)	46740	64620	38.3 %	50084.5	N/A	27380.9	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6b)	14.5%	24.5%	10 Pts	22.5%	2 out of 6	20.7%	13 out of 42
% of arrest summons entered onto the PNC in one day (target 90%)	60.7%	79.2%	18.5 Pts	83.5%	4 out of 6	82.0%	32 out of 43
% of court results entered onto the PNC in 10 days	20.3%	59.0%	38.8 Pts	57.2%	3 out of 6	54.5%	22 out of 43
Number of sanction detections	54,448	61,142	12.3 %	50,299.0	N/A	27,659.4	N/A
PYO's arrest to sentence within 71 day target (from COMPASS)	*	*	*	*	*	*	*
Prosecution Team performance measurement - using COMPASS data	*	*	*	*	*	*	*
Management and targeted execution of warrants (COMPASS)	*	*	*	*	*	*	*
Implementation of pre-charge advice and monitoring of 47(3) bail (COMPASS)	*	*	*	*	*	*	*

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4A: Reassurance							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
BCS Fear of Crime (% very worried about burglary) (SPI 10a)	16.3%	11.9%	-4.4 Pts	14.1%	2 out of 6	11.3%	30 out of 42
BCS Fear of Crime (% high levels of worry about vehicle crime) (SPI 10a)	19.2%	12.9%	-6.3 Pts	16.8%	1 out of 6	12.5%	26 out of 42
BCS Fear of Crime (% high levels of worry about violent crime) (SPI 10a)	19.8%	16.3%	-3.5 Pts	19.6%	1 out of 6	15.1%	30 out of 42
BCS Feeling of Public Safety (% high levels of perceived disorder) (SPI 10b)	16.3%	12.2%	-4 Pts	18.6%	1 out of 6	15.8%	11 out of 42
% of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months.	37.3%	45.4%	8.1 Pts	42.3%	4 out of 5	37.8%	26 out of 34
% of domestic burglaries where the property has been burgled in the previous 12 months	12.3%	9.8%	-2.6 Pts	9.5%	2 out of 5	8.3%	31 out of 37

4B: Reducing Anti-Social Behaviour and Promoting Public Safety							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled (SPI 9a)	*	7.07	*	6.34	*	5.69	29 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.51	*	0.43	5 out of 5	0.51	17 out of 34

5A: Call Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
The local target time for answering 999 calls (secs)	15.	15.	0 %	13.33	N/A	11.1	N/A
Number of calls answered within local target time	403,710	410,253	1.6 %	358,817	N/A	254,988	N/A
% of 999 calls answered within locally set target time	83.4%	90.9%	7.5 Pts	84.3%	3 out of 6	87.3%	17 out of 39

\* This data was not available at the time of publication

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<b>5B: Providing Specialist Operational Support</b>							
<b>Indicator</b>	<b>2003/4</b>	<b>2004/5</b>	<b>Change</b>	<b>MSF Ave 2004/5</b>	<b>MSF Rank 2004/5</b>	<b>National Ave 2004/5</b>	<b>National Rank 2004/5</b>
Total number of operations involving the authorised deployment of Authorised Firearms Officers where the issue of a firearm was authorised	575	853	48.3 %	805.7	N/A	378.5	N/A
Number of operations where the officers have not commenced operations before being stood down	0	0	0 %	35.5	N/A	22.5	N/A

<b>5C: Roads Policing: Annual indicators</b>							
<b>Indicator</b>	<b>2003/4</b>	<b>2004/5</b>	<b>Change</b>	<b>MSF Ave 2004/5</b>	<b>MSF Rank 2004/5</b>	<b>National Ave 2004/5</b>	<b>National Rank 2004/5</b>
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled ( <b>SPI 9a</b> )	*	7.07	*	*	4 out of 5	5.69	29 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.51	*	0.43	5 out of 5	0.51	17 out of 34

<b>6A: Human Resource Management</b>							
<b>Indicator</b>	<b>2003/4</b>	<b>2004/5</b>	<b>Change</b>	<b>MSF Ave 2004/5</b>	<b>MSF Rank 2004/5</b>	<b>National Ave 2004/5</b>	<b>National Rank 2004/5</b>
Number of working hours lost due to sickness by police officers ( <b>SPI 13a</b> )	79.35	76.12	-4.1 %	75.46	2 out of 6	70.57	16 out of 37
Number of working hours lost due to sickness by police staff ( <b>SPI 13b</b> )	71.72	65.02	-9.3 %	71.44	2 out of 6	63.72	20 out of 37
Medical retirements per 1,000 police officers	2.07	*	*	2.	*	2.9	*
Medical retirements per 1,000 police staff	1.98	*	*	2.36	*	2.16	*

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<b>6C: Race and Diversity</b>							
<b>Indicator</b>	<b>2003/4</b>	<b>2004/5</b>	<b>Change</b>	<b>MSF Ave 2004/5</b>	<b>MSF Rank 2004/5</b>	<b>National Ave 2004/5</b>	<b>National Rank 2004/5</b>
% of police recruits from BME groups (SPI 12a)	5.3%	N/A	*	6.4%	N/A	3.9%	N/A
% of people from BME groups in the economically active population of the force area (SPI 12a)	N/A	8.4%	N/A	8.2%	N/A	8.0%	N/A
Ratio of BME groups resigning to all officer resignations (SPI 12b) (White officers: visible minority ethnic officers)	1: 1.04	*	*	1: 1.41	*	1: 1.47	*
% of female officers compared to overall force strength (SPI 12c)	21.4%	23.5%	2.2 Pts	22.3%	2 out of 6	21.2%	7 out of 42
% of female police staff compared to total police staff	59.3%	58.8%	-0.5 Pts	63.0%	6 out of 6	62.3%	37 out of 42
% of white police officer applicants appointed	18.4%	19.8%	1.4 Pts	18.2%	N/A	26.9%	N/A
% of BME police officer applicants appointed	10.4%	14.0%	3.6 Pts	15.4%	N/A	24.0%	N/A
Difference in % of applicants appointed	8	5.8	-220 Pts	2.7 pts	N/A	2.8 pts	N/A
% of female police officer applicants appointed	21.9%	25.2%	3.4 Pts	21.4%	N/A	29.1%	N/A
% of male police officer applicants appointed	16.1%	16.7%	0.7 Pts	15.9%	N/A	24.2%	N/A
Difference in % of applicants appointed	5.8	8.5	270 Pts	5.5 pts	N/A	4.9 pts	N/A
Difference between voluntary resignation rates of male and female officers	1: 2.69	*	*	1: 1.52	*	1: 1.41	*

<b>6D: Resource Management</b>							
<b>Indicator</b>	<b>2003/4</b>	<b>2004/5</b>	<b>Change</b>	<b>MSF Ave 2004/5</b>	<b>MSF Rank 2004/5</b>	<b>National Ave 2004/5</b>	<b>National Rank 2004/5</b>
% of police officer time available for frontline policing (SPI 11a)	*	*	*	*	*	*	*
% of time spent on frontline duties (including crime prevention activities) by all police officers and staff (including CSOs)	*	*	*	*	*	*	*
% of police officer time spent on visible patrol	*	*	*	*	*	*	*
% of police officers in operational posts	96.2%	96.3%	0 Pts	92.0%	1 out of 6	88.2%	2 out of 41
Total spending per police officer	£65,037.79	£64,128.85	-1.4 %	£61,003.82	N/A	£121,668.41	N/A
Total spending per 1,000 population	£164,885.54	£173,533.06	5.2 %	£182,871.57	N/A	£320,496.85	N/A

\* This data was not available at the time of publication

## Appendix 2: Glossary of Terms and Abbreviations

ABC	activity-based costing
ACC	assistant chief constable
ACPC	area child protection committee
ACPO	Association of Chief Police Officers
ANPR	automatic number plate recognition
ARV	armed response vehicle
ASB	anti-social behaviour
ASBO	anti-social behaviour order
BCS	British Crime Survey
BCU	basic command unit
BME	black and minority ethnic
BVR	Best Value Review
CDRP	Crime and Disorder Reduction Partnership
Centrex	the national police training organisation
COMPASS	a national information technology system for tracking, managing and recording caseload information
CPPU	child and public protection unit
CPS	Crown Prosecution Service
CRE	Commission for Racial Equality
DAT	drug action team
DCC	deputy chief constable
DCI	detective chief inspector
DNA	deoxyribonucleic acid

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DV	domestic violence
FIU	force intelligence unit
FSU	firearms support unit
Gender Agenda	an initiative developed by a group of senior women officers and later adopted by ACPO and the Home Office which promotes equal opportunities for women in the police service
HMET	homicide and major enquiry team
HMIC	Her Majesty's Inspectorate of Constabulary
HOC	Home Office Circular
HQ	headquarters
HR	human resource
IAG	independent advisory group
IS/IT	information services / information technology
ISSG	information systems strategy group
LCJB	local criminal justice board
Level 2 Criminality	criminal activity that takes place on a cross-boundary basis
MAPPA	multi-agency police protection arrangements
MSF	most similar force(s)
MV	motor vehicle
NAFIS	National Automated Fingerprint Identification System
NCIS	National Criminal Intelligence Service
NCRS	National Crime Recording Standard
NCS	National Crime Squad
NIM	National Intelligence Model
OBTJ	offences brought to justice

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OCE	organised crime enterprises
OHSW	occupational health, safety and welfare
OPR	operational performance review
Osman	Osman v UK (1999) 1 FLR 193 where the court established that in certain circumstances the State has a positive obligation to take preventive measures to protect an individual who is at risk from the criminal activities of others.
PA	police authority
PACE	Police and Criminal Evidence Act
PCSO	police community support officer
PDR	performance development review
PITO	Police Information Technology Organisation
PNC	Police National Computer
POCA	Proceeds of Crime Act 2004
PPAF	police performance assessment framework
PPO	prolific and priority offender
PR	public relations
PSA	public service agreement
PSU	police standards unit
PYO	persistent young offender
QA	quality assurance
RART	regional asset recovery team
RES	race equality scheme
RTC	road traffic collision
Sanction Detections	offences that are detected by way of charge, summons, caution, fixed penalty for disorder or offences admitted on a signed 'taken into consideration' schedule

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SGC	specific grading criteria
SIA	strategic intelligence assessment
SIO	senior investigating officer
SLA	service level agreement
SPI	statutory performance indicators (SPIs) are used to monitor key aspects of police performance and form a critical component of performance assessments. SPIs are set each year following consultation with partners in line with powers under the Local Government Act 1999. SPIs are also known as 'best value performance indicators'
TCG	tasking and co-ordination group
Volume Crime	not a technical term but normally refers to high incidence vehicle crime, burglary and in some areas robbery
WCU	witness care unit
WTD	working time directive