



Report of Her Majesty's Chief Inspector of Constabulary

1999/2000

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Report of Her Majesty's Chief Inspector of Constabulary

For the year 1999-2000

**Home Office
Queen Anne's Gate
London SW1H 9AT**

The Rt Hon Jack Straw
Secretary of State for the Home Department

**I present my report upon the police forces of England and Wales
for the period 1 April 1999 - 31 March 2000**

Sir David J O'Dowd
CBE QPM

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STATEMENT OF PURPOSE

To promote the efficiency and effectiveness of policing in England, Wales and Northern Ireland through inspection of police organisations and functions to ensure:

- agreed standards are achieved and maintained;
- good practice is spread; and
- performance is improved.

Also to provide advice and support to the tripartite partners (Home Secretary, police authorities and forces) and play an important role in the development of future leaders.

VALUES

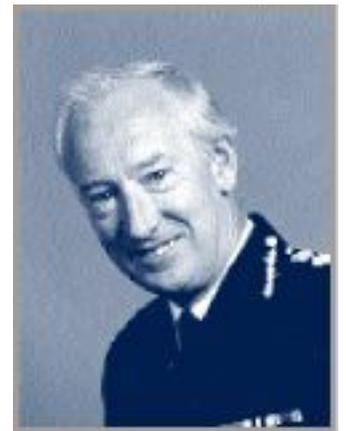
We will fulfil our remit in a professional, objective and impartial manner. We will be firm but constructive and communicate clearly and frankly. We will approach our tasks with the utmost integrity and respect the personal confidentiality of discussions held during the course of inspection.

Foreword

The Inspectorate has played its full part in helping the police service, through rigorous inspection and timely advice, to confront the problems of today and to prepare for the future. The service as a whole - police authorities, chief constables, staff associations and individual members of staff, especially those on the front-line - deserve credit for addressing in such a positive way the many and varied challenges of a dynamic year.

Increasing Trust and Confidence

At the start of the reporting year the service was coming to terms with the implications of the Stephen Lawrence Inquiry. The service had not responded effectively to the opportunity provided by our thematic inspection of community and race relations *Winning the Race* (1997), and the synergy between the findings of our follow-up to that thematic, *Winning the Race Revisited* (1999), and aspects of the Macpherson recommendations was remarkable. It is encouraging that the service is now devoting significant energy and resources to provide a much improved service to all our diverse communities. The tragic death of Stephen Lawrence has undoubtedly provided a catalyst for change. His lasting memorial will be a police service that more effectively enjoys the shared confidence of all of the people it serves.



The pioneering and effective work of the Metropolitan Police's Racial and Violent Crime Task Force, the manual of guidance on racist crime produced by the Association of Chief Police Officers (ACPO), the development of senior detectives nationwide specially trained to investigate the most serious hate crimes and the training of front-line staff throughout England and Wales are all evidence of commitment, and progress continues. Chief officers and police authorities have welcomed the Home Secretary's demanding targets for the recruitment, retention and advancement of officers from visible ethnic minorities. HM Inspectorate of Constabulary (HMIC) has a key role to play in monitoring achievement of the targets and assisting forces to manage the process, by encouraging the adoption of "what works" between forces.

The true extent of progress will be the subject of a further revisit, *Winning the Race III*, due to be published in January 2001. To help with this thematic, and to ensure that race and diversity remains at the top of the police service agenda, I appointed, in the summer of 2000, two non-police Assistant Inspectors of Constabulary who have acknowledged and significant experience in this area.

Crime Reduction

The Home Secretary emphasised that reducing crime is a top priority. Our thematic inspection, *Calling Time on Crime*, provides evidence of the contribution of the police service to reducing crime and disorder through partnership. At local level the police often take the lead in partnership activity. Whilst there has been criticism from within the service of the proliferation of

targets, I welcome the introduction of targets for partnerships next year. The present position, whereby only the police service is measured against crime reduction targets, creates an imbalance. A collective commitment to the achievement of targets is a necessary incentive to all partners that will ultimately improve the quality of life of the people they all serve.

To improve the effectiveness of the Crime and Disorder Reduction Partnerships, ten Crime Reduction Directors have been appointed. One based in Wales and the others in the English Government Offices for the Regions. These Directors will work with the Crime and Disorder Reduction Partnerships and other key agencies in taking forward crime reduction initiatives through the challenge fund process. The contribution of the £250m crime reduction programme and an additional £150m to improve CCTV has proved highly successful. Currently there are 213 projects in England and Wales aimed at reducing burglary of dwellings and 39 targeted policing initiatives. In addition there are joint agency projects focusing on children and families at risk, drug arrest referral schemes, violence against women, youth initiatives, vehicle licensing, restorative justice, neighbourhood wardens, and designing out crime.

After six years of reporting upon continuing reduction in the overall levels of recorded crime, I share the disappointment of the service in the 3.8% increase in recorded crime in 1999/2000. However, analysis of the factors behind the headline figure reveals a number of positive aspects. There has been an ongoing reduction in burglary and car crime, with reductions of 24% and 17% respectively over the last three years. Such performance in terms of volume crime is impressive and it should be noted that, despite the overall increase, nearly half of the forces in England and Wales continued to secure reductions in overall crime.

Our thematic *On the Record* highlighted the disparities of crime recording practice. Whilst the headlines seldom looked beyond ethical aspects of crime recording, the report itself recommends a positive way forward to standardise both the counting rules and central guidance to ensure consistency. I am pleased that ACPO and the Home Office have responded so positively to the report's findings, a number of which will be progressed through the ongoing Home Office work to modernise the system for collecting crime statistics.

Service Delivery

Reflecting on the period 1999-2000, policing in England and Wales has faced some major challenges. The terror inflicted on communities through the series of bombings, which culminated in the explosion at the Admiral Duncan public house in Soho, London was but one example. I compliment the painstaking work of the Metropolitan Police in bringing this enquiry to an end. Throughout the year HMIC has continued to witness, in its inspection work, the resourceful approach that is so characteristic of UK Policing and which allows the service to meet so positively the wide array of challenges which faced it.

The professionalism of the police service, was visible on the international stage in February 2000 when an Afghan plane with some 189 passengers and crew was hijacked on an internal flight from Kabul and landed at Stansted in Essex. Essex Police acted with reassuring professionalism in response to the challenge and the situation was brought to a safe conclusion.

Besides these specific examples, all forces have had to cope with numerous and diverse challenges:

- 320,000 extra 999 calls were handled taking the total to nearly 9.5 million;
- the need, and work, to improve services to vulnerable groups and better support victims;
- the policing needs of new communities of asylum seekers whose personal experience of policing in their various countries of origin has not always been positive.

Forces have responded positively to these challenges but they have concerns. The real strength of opinion, both from within and outside the service, that uniformed policing is in decline is a problem which needs to be urgently addressed. Through inspection, HM Inspectors have confirmed that the morale of front-line officers is fragile. The concerns they express are the lack of police numbers for front-line duties, minimal (sometimes virtually non-existent) levels of supervision and pay. It is also becoming increasingly clear that public confidence in the ability of the police to make an impact seems to be decreasing. Clearly they are anxious about serious crime, but of more significance to them is the low-level nuisance of repetitive anti-social behaviour in local communities which has a direct effect on their quality of life.

The provision by government of funding for 9,000 additional officers under the Crime Fighting Fund is most encouraging and will allow the police service to plan to meet the challenges of the next few years. I welcome the national advertising campaign to support local police recruitment. This campaign demonstrates to the public the challenges faced by police officers and should convey the rewards of a police career. We have one of the best and most highly regarded police services in the world and yet too few people are aware that joining the police is a beneficial and rewarding career choice. I hope this campaign is a success and attracts the quality of applicants that the service needs.

In its drive to secure the numbers of officers, forces must be fully aware of the need to ensure that their quality does not become

a casualty of quantity. Quality policing will only be delivered by quality people. An essential element of quality is integrity. The damage to the reputation of forces by the unacceptable behaviour of a few does irreparable harm. Our thematic, *Policing with Integrity*, identified causes and effects and I am pleased that ACPO, through Sir John Evans and his Presidential Task Force on Corruption, has put in progress invaluable work on professional standards aimed at providing strategies, guidance and investigative good practice for all forces.

Efficiency

At the same time as meeting the challenges of service delivery, police authorities and forces have addressed with vigour the requirement to provide across the board efficiency gains of 2%. The requirement to reinvest those gains into front-line service delivery was for the most part achieved, although some forces found it difficult to demonstrate an evidenced audit trail between the efficiency gain and its subsequent investment. It was nonetheless a creditable example of what can be done when forces review their activity critically. In my view, the time is now right for the concept of efficiency gains, valuable as they were in imposing a particular discipline on the deployment of resources, to be subsumed into the discipline of Best Value which is rigorous, customer-driven and transparent. More importantly, it is the subject of structured inspection by HMIC and force auditors.

Science and Technology

A key ingredient to securing improvement in service delivery and to improving efficiency is for forces to have access to the latest technology and, in turn, maximise the opportunities such technology presents. It is reassuring for the service to know that some of the uncertainty around the funding of new technology has been removed. A government investment of £500 million over three years will hopefully cover the cost of the new Public Safety Radio Communication System (PSRCS) - a reliable, state of the art system that will be known as Airwave. This should make its own contribution to both effective deployment and officer safety and is long overdue. The investment of £109 million, over three years, in DNA profiling should enable the service to achieve maximum benefit from the most valuable aid to crime detection and ultimately prevention since the development of fingerprint science a century ago. In the expansion of this technique we are building on our global lead.

Quite a different technology problem faced by forces this year was that of ensuring systems were able to cope with the Year 2000 date change. The meticulous planning and deployment of officers throughout the country contributed to the millennium celebrations passing without significant incident and the service, led by ACPO and supported by HMIC, worked hard to ensure that its technology and systems coped most effectively with the transition from 1999 to 2000.

Inspection Methodology

Throughout this foreword, I have commented on the changes effecting the police service. HMIC has also been faced with the need for change. We are working in an environment where the customers' needs are paramount and where all public sector inspectorates are under an obligation to validate their findings and, to meet this, HMIC has developed a leading edge model of inspection. We will be one of the first public sector inspectorates to use a risk-based assessment approach to help target inspection to the areas of greatest need. This is a powerful inspection methodology which throws the inspection spotlight on results. Alongside our programme of risk-based inspections, from next year we will also be inspecting the Best Value Reviews of police authorities. We have worked hard to prepare for this and to develop a tailored Best Value inspection methodology.

Next year we will be developing a model for inspecting Basic Command Units (BCUs) with a view to rolling out inspections from April 2001. It has become increasingly clear that commanders of police divisions have a crucial role to play in the success or failure of frontline policing. Within different BCUs there can be huge variations in performance and it is apparent that good leadership at superintendent level plays a key role in delivering results. Every BCU will receive an inspection from HMIC over the next five years, following the piloting of our methodology in the summer. I hope that BCU commanders will benefit from the process and that HMIC will build up a bank of good practice which will be widely available to the service.

I am convinced our innovative approaches to inspection, our ongoing commitment to thematics (the impact of which over the past years is the subject of its own chapter in this report) and the inclusion of BCU inspection will, together with our collaborative working with police authorities and forces, prove substantial in helping the service to secure improvements in its effectiveness.

The Future

The police service has responded to the challenge of change, and has been improving performance in terms of reducing burglary and vehicle crime, targeting criminals and locations as a result of intelligence and in driving forward partnership activity. However, there is an increasing gap between public expectation and actual delivery. As I have commented elsewhere,

the reassurance that visible policing provides to the public is a critical issue which must be addressed.

We also need to look closely at the way in which we deal with the vital area of leadership and the selection and development of tomorrow's chief officers. There is a recognition that the present approach to career development, including the management of the careers of ACPO officers, and the need for a fast track for the brightest and most able junior officers may deprive the service of some of the very best to lead it through a difficult future.

The service looks to progress on training which has been the centre of much critical comment in the recent past, not least from our own thematic *Managing Learning*. I look forward to the Inspectorate playing an even more influential role in this crucial activity on the appointment of an HM Inspector with a distinguished training and educational background specifically for the training portfolio.

Finally, the service must embrace Best Value and use it to challenge all areas of policing asking whether we should continue with an activity or if there are other/better ways of providing it. There are early signs that some authorities are adopting a radical approach which may lead to some traditional areas of policing being seen in a new light. The whole of the service must learn from these authorities and make full use of Best Value in order to maximise its resources.

Concluding Remarks

It has proved a demanding and challenging year for the service and for the Inspectorate. The contribution that HMIC has made would not have been possible without the active co-operation of chief officers, staff associations and police authorities, whose role increases in influence as the tripartite system continues to adjust. It is an abiding strength of the police service that it responds so positively to well founded criticism.

My colleagues in HMIC share my appreciation of the working relationship with Home Office officials which allows us to use our differing strengths for the benefit of the police service. And last, but not least, thanks are due to the HMIC staff both at Queen Anne's Gate and in the regions, who have worked hard to help us deliver our programme this year. The achievement of the Investors in People standard should be seen by our staff as a tangible recognition that they are valued. I rely on their continuing commitment to help HMIC to meet the challenges over the coming year.

Sir David J O'Dowd CBE QPM

HM Chief Inspector of Constabulary

Chapter One

Introduction

The Work of the Inspectorate

HMIC is responsible for examining the efficiency and effectiveness of the police service in England and Wales to ensure it is contributing to the ministerial objectives for policing. It is an independent inspectorate, located outside the tripartite structure (of the Home Secretary, police authorities and forces). However, it works closely with all three parties. The role of HMIC is defined in the Police Acts (1994 and 1996), which allow it to report to the Home Secretary on the efficiency and effectiveness of the 43 police forces in England and Wales, and the Local Government Act 1999, which relates to Best Value and has widened the powers of HMIC to include the inspection of police authorities.

In addition HMIC contributes to policing by:

- providing professional advice to the Home Secretary, Ministers, police authorities and their Association and individual forces;
- promoting good practice; and
- advising on the appointment of officers to chief officer rank.

HM Chief Inspector of Constabulary (HMCIC) is complemented by four HM Inspectors based in regional offices in Wakefield, Bristol, Woking and Cambridge and one from a non-police background, to focus specifically on police training, who joined HMIC in August 2000. Details of the regional HM Inspectors and a map showing the regions they cover are given in appendix i.

HM Inspectors conduct formal inspections of forces in their regions and produce public reports. They visit forces for other reasons, including to further the professional relationship with Chief Constables and police authorities. Inspectors also inspect various forces, outside England and Wales, including Northern Ireland.

HMCIC co-ordinates the work of HM Inspectors and advises the Home Secretary on professional policing matters. He is supported by police officers seconded from forces and civil servants based in the Home Office. In addition, there are seven Assistant Inspectors, including five from a non-police background who add an external perspective to inspections, two focus specifically on race and diversity issues.

Besides inspections of forces, thematic inspections are also carried out. These focus on key aspects of policing important to the government's aims and objectives and those identified by police forces and other key stakeholders as in need of improvement. Thematics are an effective way of identifying and spreading good practice.

The selection and promotion of chief officers and their discipline arrangements are further areas where HMIC can, and does, assist the tripartite system to work effectively. It provides objective and impartial advice on all senior appointments and, through its contact with forces, encourages the development of talent within the police service.

The Inspection Process

The year under review was the last year in which HMIC carried out a programme of performance review inspections. Essentially, these inspections involved HMIC inspecting every force, over an 18-month period, and producing a comprehensive report which covered all key aspects of performance. In April 2000 HMIC introduced a new risk-based model of inspection, aimed at reducing the burden on forces and focusing inspection so that we are able to look in more detail at areas of good and poorer performance. From next year HMIC will be working closely with the Audit Commission and will be responsible for inspecting the Best Value Reviews carried out by each police authority. The risk assessment process will sit alongside our Best Value work. An introduction to the new risk assessment model and our role in Best Value is given in Chapter 6, the forward look.

Funding

The costs of the Inspectorate are funded directly by central government and provided through the Policing and Crime Reduction

Group of the Home Office. Each year HMIC receives income from two separate allocations. Our day to day running costs are subject to a specific funding allocation whilst income and capital spending are accounted for separately. Expenditure is controlled by government accounting rules.

Figure 1 HMIC Running Costs Expenditure 1999/2000

In 1999/2000 HMIC received a running cost allocation of £5.49m. Figure 1 shows how this allocation was used. The largest elements of expenditure are staff salaries. The separate funding allocation to cover capital expenditure and income was higher than in previous years in order to meet costs of £242k on a performance information database (Matrix 3). This is being introduced to replace a legacy system and enhance data analysis of police force performance in support of inspections, including the supply of information to policy makers within the Home Office. Further expenditure will be incurred in 2000/01 to upgrade the database to allow data at BCU level to be recorded.

Police authorities and police forces in England and Wales are not charged for any inspections: the reports of inspections of individual forces and thematic inspection reports are also issued without charge. Reports are also made available on the HMIC website, www.homeoffice.gov.uk/hmic/annual.html.

The cost of undertaking all inspections is funded from the annual running cost allocation of funds. Unlike some of our partner organisations any external income generated through inspecting non-Home Office forces such as British Transport Police and Isle of Man Constabulary cannot be used to increase the running costs provision. Benchmarking exercises with other inspectorates have demonstrated that HMIC provides a most cost-effective service. The cost of the Inspectorate represents only 0.08% of the total funding made available to the Police Service in England and Wales in 1999/2000.

Within a climate of continuing financial restraint HMIC has needed to demonstrate the ability to respond to ministerial priorities and take on additional work, sometimes at short notice. During the reporting year HMIC was required to examine how murder investigations and reviews were being conducted, and progress on community and race relations, in the Metropolitan Police Service (MPS); and, additionally, a review, together with ACPO, to ensure organisational and technological preparedness of all forces for the millennium. Despite these unexpected demands careful resource management and the implementation of efficiency measures enabled full year costs to show a real terms decrease of 0.4% over the previous year. There is clearly a limit to the amount of new work which can be undertaken within existing resources and the forthcoming year will require increased staffing levels to enable the proposed inspection of forces at BCU level and of their Best Value reviews. I am pleased to report that additional funding for 2000/01 is being considered for this purpose.

Joined-Up Inspection

Home Office ministers are committed to the idea of working in partnership with other agencies to reduce crime. This commitment is supported by the police service, which has been working with others to combat crime for many years. The Crime and Disorder Act 1998, with the creation of statutory partnerships throughout England and Wales, has reinforced the need for multi-agency approaches.

HMIC recognises the need to work closely with other agencies in order to obtain the best results. This year one of its largest thematic inspections, *Calling Time on Crime* - a study of crime and disorder, was carried out in collaboration with the Audit Commission, the Local Government Association, the Office for Standards in Education and the Social Services Inspectorate.

During this inspection and throughout the year, HMIC has continued to work closely with the Audit Commission, including the District Auditors. The two organisations have worked together to ensure a smooth transition to Best Value and to make sure the respective roles of both organisations were clearly defined. Further information on Best Value, including a summary of the roles of HMIC and the Audit Commission, is given in chapter 6.

HMIC also works with Criminal Justice inspectorates and other partners in the crime and disorder area. A report on common data needs entitled *Casework Information Needs within the Criminal Justice Area* was published in April 2000 as a result of joint work by HM Inspectorate of Prisons, HM Inspectorate of Probation, the Social Services Inspectorate, the Crown Prosecution Inspectorate, the Magistrates' Courts Inspectorate and HMIC. During the early part of the year, HMIC was also involved in discussions with the above inspectorates to draw up protocols and a methodology for a rolling programme of joint inspections of the Youth Justice Teams across England and Wales. A further joint thematic inspection with the Crown Prosecution Inspectorate and the Magistrates Courts Inspectorate took place, at the request of the Youth Justice Board, to examine ongoing work to reduce delays in the youth justice system, particularly in respect of persistent young offenders. A report of this inspection is due to be published in January 2001.

More such joint inspections and reports are being planned and next year we will be working with the Youth Justice Board and

Youth Offending Teams to examine the issue of final warnings.

HMIC will continue to work closely with its partners and key stakeholders to ensure that it produces the best professional results and gives timely, accurate and comprehensive advice.

This Report

This report looks back over the past year to provide an overview of police performance and to indicate a direction for the future. It is supported by the inspection reports on individual forces and the HMIC strategy, all of which can be found on the HMIC website, www.homeoffice.gov.uk/hmic/annual.html. HMIC faces many changes in the coming year, the introduction of a new risk-based inspection model, Best Value and the proposed inspections of BCUs to name but some of the challenges. We are looking forward to these changes and feel that they will help us to provide a more effective and focused service than ever before.

Chapter 2

Outcome of inspection

Last year we announced a change in approach and extended our inspection cycle from annual inspections to one for each force every 18 months. This change was brought about to ensure that HMIC could deliver its programme of thematic inspections and reduce the burden upon forces. The change meant that not all 43 forces received an inspection last year. Next year HMIC will develop its inspection methodology further and details are given in chapter 6.

Between April 1999 and the end of March 2000, 23 police forces received a comprehensive inspection, producing 132 recommendations. The response by forces and police authorities to these inspections has been very positive and the majority of recommendations (over 95%) have been accepted. Of the recommendations accepted, 59% have been fully implemented and 41% partially achieved.

The recommendations are not the only source of guidance for forces. The inspection reports contain many pieces of professional advice to help to develop the thinking of police forces in improving effectiveness. Just as importantly, HM Inspectors give regular advice and guidance to forces outside of the inspection process.

An analysis of the inspection reports for this year and discussions with HM Inspectors suggest that certain issues have led to more problems for, or effort from, forces than others, in particular call management, medical retirement and preparing for the millennium.

Call Management

Call management features prominently in many inspection reports. Last year's annual report showed that 999 calls had increased nationally by 16% (over a four-year period). Some forces had experienced a rise of as much as 77%, and the upward trend continues. In 1999/2000 Bedfordshire saw a rise in 999 calls of 38%, Cambridgeshire a rise of 11% and several others with increases of over 10%. The fact that over 50% of the population now own mobile phones has, no doubt, contributed to this continuing rise. In particular, incidents on motorways and trunk roads often generate multiple phone calls, all of which need to be answered within the target time.

Figure 2 Percentage of 999 calls answered within target time

Performance in answering emergency phone calls has declined in 25 forces, with only 14 forces showing an improvement on the previous year's performance. However, figure 2 indicates that forces are still managing to answer most emergency calls within their target times, with only four forces, Bedfordshire, the MPS, South Wales and Staffordshire, failing to answer more than 80% within target. Work is ongoing to improve performance in this area. Inspection of South Wales police, for example, showed that a modernisation programme is underway to create a consistent style of service delivery involving community based, problem oriented, intelligence led policing. This programme includes a review of call handling for both routine and 999 calls.

In response to Best Value, we are pleased to see that at least nine police authorities have chosen to look at call management in their first year Best Value reviews. We welcome this and hope that the review will lead to innovative ways to manage the increasing number of calls and to provide examples of best practice for other forces.

Medical Retirements

The HMIC thematic report *Lost Time*, published in 1997 commented on the cost of sickness absence and medical retirement. Progress since this report is given in Chapter 4. In last year's annual report, HMIC proposed that, by 1999/2000, a sustained management effort should lead to all forces achieving a figure of no more than 33% of their overall retirements being on medical grounds. It can be seen from figure 3 that more than half of all forces (24) achieved this target and the overall average for England and Wales fell from 39% to 31%. Although, the MPS narrowly missed the target, it achieved an impressive reduction, from 46% to 34%. Other good reductions include:

- Staffordshire - 29% to 6%;
- Durham - 45% to 25%;

- Suffolk - 66% to 41%;
- Nottinghamshire - 59% to 32%; and
- Thames Valley - 43% to 17%.

Figure 3 Percentage of police retirements that are for medical reasons

It should be noted that some of these forces have a relatively small number of medical retirements, which makes it easier for them to show a large improvement in percentage terms. Exact figures are given in appendix ii, table 8.

Preparing for the Millennium

One of the most significant issues to concern forces last year was the preparation for the Year 2000 date change. This was a priority for government, who had to ensure that all public services, and particularly emergency services, had compliant information technology systems so that there was no disruption in the quality of service offered to the public. The government's programme was led by Action 2000, the cabinet committee responsible for ensuring that the national infrastructure was ready for the new millennium.

In March 1999, HMIC, in conjunction with ACPO, was asked to conduct an independent assessment of millennium preparedness for all forces in England and Wales, the National Criminal Intelligence Service and the National Crime Squad. By invitation, we also assessed the British Transport Police and the States of Jersey Police. All forces were visited twice and assessed using the Action 2000, UK-wide, standards based approach.

The assessment helped the police service to eliminate all identifiable risks in respect of technical compliance, disaster recovery and business contingency planning. Following the assessment, HMIC and ACPO continued to monitor progress to ensure that forces remained prepared. We are pleased that no significant difficulties were experienced by any force and the police service should be congratulated for the effort put in to ensure compliance and a smooth transition to the new millennium.

Efficiency Planning and Police National Computer Audits

In addition to formal inspections, HMIC looks at three discrete areas:

- efficiency reviews;
- compliance with the rules for the use of the Police National Computer (PNC); and
- complaints and discipline.

Efficiency Reviews

HMIC is responsible for assessing all of the efficiency plans completed by forces to ensure that they meet their 2% efficiency target set by government.

The assessments of all efficiency plans were completed during the summer with HMIC undertaking a performance assessment of each force. In addition external auditors checked the final out-turn for the year and confirmed, where requested so to do by HMIC, the accuracy of efficiency gains claimed by each authority and force.

The assessment of force performance was a particularly challenging task, as regional HM Inspectors were required to assess performance in 1999/2000 against the previous year. To help HM Inspectors, an assessment tool designed to ensure consistency across HMIC regions was developed. The regional HM Inspectors, using professional judgement and taking into account a range of performance indicators and contextual information, determined the final assessment of each force.

Regional HM Inspectors have assessed all authorities and forces as having achieved the 2% target set for the year. It has now been certified that all 43 authorities and forces achieved their efficiency plan target in 1999/2000.

Police National Computer

A small team, based at Queen Anne's Gate, undertakes a specialist role in checking the compliance of forces and other users with the rules for use of the PNC.

The PNC audit involves testing for compliance with ACPO policies and guidelines and with data protection legislation. The aim of the national policies and guidelines is to ensure that all data on the PNC is of the highest quality in terms of validity and integrity, and that such data is not subject to misuse.

Our small unit conducted 17 such compliance audits including one Scottish force at the request of HMCIC Scotland and one

non-Home Office force (States of Jersey). Each force is audited once every three years and all Police Act forces in England and Wales have been audited at least once. The number of forces that have now been audited in the second three-yearly audit cycle, which commenced in May 1999, is 13. Early indications show that some forces have continued to build on previous recommendations to aid compliance with the rules for audit and monitoring. However, it has been noticed that some forces have reprioritised the levels of PNC audit and monitoring and returned to previous low volumes of auditing. It is most important that forces continue to audit their use of the PNC thoroughly so that the highest levels of integrity are maintained.

Complaints and Discipline

HMIC has a statutory responsibility under the provisions of Section 77 of the Police Act 1996 to keep under review the handling and investigation of complaints. Public confidence in the police service continues to have an inextricable link to the effectiveness of complaint investigation and the appropriate use of police discipline regulations. Complaints can be an indicator of public confidence and quality of service delivery. It remains essential that complaints are investigated expediently and properly.

Not all complaints allege misconduct, and forces must make arrangement to deal constructively with complaints which arise simply because something went wrong, usually due to poor procedures or quality of service. Handling these complaints should be part of the force's strategy to improve its quality of service delivery as they are closely related to the way the force is perceived by the community it serves.

During the course of inspection, HM Inspectors place particular emphasis on the management, integrity and timeliness of investigation of complaints. These standards are reflected in the inspection protocols, against which forces will be assessed in the future under our new risk-based inspection methodology.

It was disappointing to see that the number of complaints made rose this year, not significantly, but from 30664 in 1998/99 to 31854 in 1999/2000 (figure 4). This is the first rise since 1994/95. However, the 17 forces did record a decrease, notable ones being:

- Devon and Cornwall -From 798 to 645 (a 19% reduction);
- Merseyside -From 1418 to 1312 (a 7.5% reduction);
- Metropolitan Police-ServiceFrom 7154 to 6611 (a 7.6% reduction);
and
- Surrey -From 639 to 477 (a 25% reduction).

As in previous years, the number of complaints completed that were substantiated was very small, 2.2%. Nationally, the proportion of complaints substantiated varies from 0.5 in Derbyshire, Merseyside and Northumbria to 6.5 in Cambridgeshire. It is important to remember that a high rate of substantiation may indicate openness and a willingness to recognise and address organisational weaknesses.

Figure 4 -Total complaints recorded - England and Wales

In 1992 a voluntary agreement was reached with ACPO for police forces to complete the investigation of complaints within 120 days. On average in 1999/2000, 76.3% of complaints were completed within this time limit which is very similar to the 76.6% achieved in 1998/99. The percentage of complaints completed within 120 days varies from 50% in Nottinghamshire to 100% in Cambridgeshire and Suffolk. HMIC encourage those forces failing to achieve a high proportion of cases within target to examine the reasons for this in order to improve performance.

Overall, we continue to be satisfied with the general standard of complaints investigations and would encourage forces to maintain this standard so that complaints are dealt with both speedily and effectively.

Civil claims are increasingly being used as an alternative to, or in addition to, invoking the complaints procedure. Civil claims can take several forms:

- Public Liability Claims (malfeasance) - e. g. assault, false imprisonment and malicious prosecution;
- Employer Liability Claims - for example as a result of accidents;
- Road Traffic Accident Claims; and
- Employment Tribunals.

In 1999/2000, 12,133 civil claims were received by forces in England and Wales, of which 44% (5,375) were for malfeasance. The remaining were made up of 2,040 claims in relation to employer liability, 4,490 road traffic accidents and 228 employment tribunals.

In 1999/2000 there were 540 fewer recorded civil claims than in 1998/1999. This includes a reduction in the number of complaints for malfeasance of 868.

In April 1999 the Woolf Reforms introduced new Civil Justice Rules governing civil litigation. These are designed to reduce costs and delays by courts actively managing cases. Failure to comply with stringent time limits could result in cost penalties or loss of cases. We hope that the introduction of these procedures will lead to civil cases being dealt with far more effectively.

Figure 5 Civil Claims

	Claims Received (£) 1999/2000	Claims Received (£) 1998/99	Payments to Claimants (£) 1999/2000	Legal Costs to Forces (£) 1999/2000
Public Liability(Malfeasance)	5,375	6,243	6,897,876	6,601,630
Public Liability -Employer Liability	2,040	2,368	5,810,365	10,812,446
Road Traffic Accidents	4,490	3,868	3,221,605	172,448
Employment Tribunals	228	194	567,008	76,186

Chapter Three

Comparison of Police Performance

Based on population figures supplied by forces to HMIC. Data not included from the City of London as it is recorded per 1000 population. HMIC collects relevant data on police performance to inform inspection and identify areas of good practice and possible weaknesses. Appendix ii sets out detailed performance tables. This chapter compares performance across the police service, using the Key Objectives and Performance Indicators set by government.

Since April 1994, following the Police and Magistrates' Court Act, force performance has been reported against the Key Performance Indicators (KPIs) set by government. The KPIs remained largely unchanged until 1998/99 when there was a significant refocusing to reflect the Home Secretary's priorities of:

- dealing speedily and effectively with youth offending;
- reducing the level of local crime and disorder in partnership with local authorities, other local agencies and the public; and
- targeting and reducing drug related crime in partnership with other local agencies.

Much of this refocusing came about as a result of the Crime and Disorder Act 1998, which placed a greater emphasis on the reduction of crime and introduced statutory community safety partnerships and the Youth Justice Board with supporting youth offending teams.

In June 1999, a new priority was introduced by the Home Secretary, to increase trust and confidence in policing amongst minority ethnic communities. This followed the publication of the Home Secretary's Action Plan in response to the Stephen Lawrence Inquiry report where he set out the government's commitment to introduce this priority for all areas of policing.

Key Performance Indicators

Figure 6 sets out the Key Objectives and Performance Indicators, set by Ministers, for 1999/2000.

Figure 6

Home Secretary's Key Objectives for 1999/2000

To deal speedily and effectively with young offenders to reduce offending and re-offending.

To identify and reduce local problems of crime and disorder in partnership with local agencies and the public.

Key Performance Indicators

- 1i The percentage of cases relating to young offenders dealt with within relevant targets, and the percentage of cases meeting joint performance management quality targets.
 - ii. In consultation with other youth justice agencies to have established by April 2000, fast-tracking schemes for persistent young offenders with locally agreed targets and monitoring arrangements.
 - iii. To have put in place, by April 2000, arrangements for the administering and monitoring of the Final Warning Scheme, and delivering intervention programmes, in co-operation with other agencies and consistent with Home Office guidance.
- 2i. Progress in meeting the local targets set as a result of the local audit of crime and disorder.
 - ii. Local levels of recorded crime.

To target and reduce drug related crime in partnership with other local agencies, via the local Drug Action Teams, in line with the government's strategy *Tackling Drugs to Build a Better Britain*.

From June 1999 To increase trust and confidence in policing amongst minority ethnic communities.

- iii. The effect on local crime levels of action to tackle repeat victimisation.
- 3i. The number of arrests for supply and possession with intent to supply controlled drugs per 10,000 population and, of those, how many related to heroin.
- ii. The number of offenders referred to and entering treatment programmes as a result of arrest referral schemes.
- 4i. The existence and application of strategies for the prevention, recording, investigation and prosecution of racist incidents.
- ii. Measures to encourage the reporting of racist incidents and related detection rates.
- iii. The degree of multi-agency co-operation and information exchange.
- iv. Achieving equal satisfaction levels across all ethnic groups in public satisfaction surveys.
- v. The adequacy of provision and training of family and witness/victim liaison officers.

In the following paragraphs, data are given for each of the Key Performance Objectives and, where they have been measured, for the KPIs. Much of the information is presented in bar-chart form in descending order of force score. Some of the charts provide a comparison of the change in performance which helps to show the longer-term picture. To assist with interpretation, the charts are complemented by text which attempts to put the figures into context and identify some of the factors which lead to successful performance.

The figures used to compile this section are provided by forces, either direct to HMIC or to the Home Office Research, Development and Statistics Directorate. Due to the timing of the annual audit cycle the data provided by forces have, in some cases, yet to be externally validated and may therefore be subject to amendment. However, experience in previous years shows that few significant changes are likely to be made. To supplement this chapter, detailed tables putting performance in a wider context are given in appendix ii.

Key Objective 1 - to deal speedily and effectively with young offenders to reduce offending and reoffending

The Crime and Disorder Act 1998 included new powers to enable early targeted interventions to deal with anti-social behaviour and divert young people from crime, and also new powers for the police and the courts to intervene when young people do offend. Some of the measures introduced under this Act include:

- the final warning scheme, which replaces repeat cautioning of young offenders (KPI1iii);
- fast tracking schemes so that persistent young offenders can be dealt with quickly and effectively (KPI1ii); and
- the introduction of the Youth Justice Board and Youth Offending Teams.

The Youth Offending teams bring together all agencies with a contribution to make, including police, probation, social services, education and health, to deliver community-based intervention programmes to make young offenders face up to their crimes and change their attitudes and behaviour. The Youth Justice Board oversees these teams.

In January 2000, indicators were put in place to monitor performance against KPI1i (the percentage of cases relating to young offenders dealt with within relevant targets, and the percentage of cases meeting joint performance management targets). Early indications from the period January to March 2000 are positive showing that the average percentage of fast-tracked youth files dealt with satisfactorily by forces in England and Wales is 93%.

Through inspection, HMIC is already beginning to see the impact of this Act and there has been clear evidence of the police service working closely with partners, not only through Youth Offending Teams, but with community youth workers and other agencies to find tailored solutions for local problems. There is more work to be done as our crime reduction thematic, *Calling Time on Crime*, pointed out. We would encourage the police service to involve partner agencies as much as possible.

We hope to see more evidence of local partnership working as we move towards a full programme of proposed BCU inspections from April 2001. In addition, next year we will assess the impact of the Final Warning Scheme as we lead on a thematic inspection with the Youth Justice Board.

Key Performance Objective 2 - to identify and reduce local problems of crime and disorder in partnership with local agencies and the public

The Crime and Disorder Act 1998 introduced statutory crime and disorder partnerships to work together to reduce local levels of crime and disorder. This Act was built upon by the government's Crime Reduction Strategy, issued in November 1999. This strategy reinforced the view that the key to delivering reductions in crime on the ground is through the police and the local crime reduction partnerships.

Figure 7 Notifiable offences recorded by the police 1999/2000

Figure 7 and 8 shows that recorded crime increased by 3.8% in 1999/2000. This represents the first rise since the year ending March 1994. Of the offences recorded, 83% related to property (namely theft, criminal damage, fraud and burglary) and 13% against the person (shown as violent crime). Violent crime includes robbery (although this amounts to only 12% of the overall violent crime figure), assault, harassment, sexual offences and a small percentage (4%) of homicide and other more serious offences including such as grievous bodily harm.

Figure 8 Percentage change in recorded crime from 1998/99 to 1999/2000

Increases in fraud and forgery (19.8%), violence against the person (15.6%) and robbery (26.1%) give cause for concern (figure 8), but the rises must be seen in context. Increases in cases of fraud and forgery largely reflect improved identification and recording of such offences, often at the point of detecting the offender. Over half the offences recorded for violence against the person resulted from harassment, assault on a constable and common assault. Increases in these minor violent crime categories have resulted from improved reporting and recording systems by forces, increased reporting of domestic violence incidents and an increased profile given to offences which are racially aggravated or homophobic.

Over the last ten years, the number of robberies have more than doubled. Robberies of business property accounted for 14% of the total, with the remainder being robberies of personal property (muggings mainly) which increased by 28%. Although no specific reasons are given for this increase in personal robbery, there has been an increase in young offenders and victims, with mobile phones being the target of these robberies.

Not all crimes showed an increase. A decrease of 6.5% in domestic burglary, 4% in theft of vehicles, 2% in theft from vehicles and 10.4% in drug related offences are welcome indications of progress against types of crime which are of particular concern to the community. Only six police force areas recorded an increase in domestic burglary and three recorded a decrease of over 20%, albeit against a low level of this type of crime in Dyfed-Powys and the City of London. It is pleasing to see that there has been a sustained decrease in burglary and car crime, with reductions of 24% and 17% respectively over the last three years.

Burglary of people's homes is a distressing crime and it is encouraging to note the progress that has been made (figure 9) through the adoption of sophisticated intelligence techniques and the use of powerful information technology to assess patterns and trends. The targeting of the small number of prolific offenders responsible for a grossly disproportionate number of crimes has proven effective, as has the use of DNA technology to target travelling criminals covering a wide area of the country. Westminster BCU in the MPS achieved a 27% decrease in burglary in the area covered by Operation Gridiron which addressed the problem of street dealing in crack cocaine and associated acquisitive crime.

Levels of recorded crime in different areas are influenced by a range of factors in addition to the effectiveness of the local police force: social, economic and demographic conditions all have an impact. It is therefore essential that police forces work increasingly closely with statutory and other partners in the community to address local circumstances and local concerns. *Calling Time on Crime* demonstrates that there is much innovative and positive work going on but that there remains opportunity for ever closer partnerships to reduce crime and disorder (Chapter 6).

On the Record demonstrated the unacceptably wide range of crime recording practices between police forces. Conclusions as to the relative performance of police forces in reducing crime must be tentative in light of the above and in the absence of a

consistent and comprehensive approach to recording crime throughout England and Wales. This challenge is being addressed as a priority by ACPO and the Home Office to ensure that progress against demanding national targets for crime reduction can be assessed reliably and comparisons made.

Figure 9 Percentage change in dwelling burglary per 1000 households 1998/99 to 1999/2000

Figure 10 Crime per 1000 population 1999/2000 showing average

Figure 11 Percentage change in crime since 1998/99

Figure 11 Percentage change in crime since 1998/99

Although recorded crime has risen 18 force areas have still shown a decrease (figure 11). Among them Humberside and West Yorkshire were identified by HMIC as having high recording rate in terms of the proportion of incidents reported to them. This demonstrates that the comprehensive recording of crime is not a bar to a desirable 'bottom line' in terms of performance but, as our thematic reports have pointed out, can aid performance through the capture of valuable intelligence as to crime patterns and offender behaviour.

Calling Time on Crime placed a proper emphasis on identifying what works in reducing crime, particularly through effective local partnerships. This report is dealt with in more detail at Chapter 6 but it endorses the above points and identifies a number of factors, such as the coterminosity of police and other agencies boundaries, as being relevant to success in reducing crime.

Calling Time on Crime underscores the point that while the police must pursue crime reduction rigorously they cannot do so alone if lasting success is to be achieved. This is reflected in the complementary publication, *Not Rocket Science*, produced by the Home Office Research, Development and Statistics Directorate and published simultaneously with the HMIC report. *Not Rocket Science* gives examples of a range of effective tactics for tackling crime through a problem solving approach.

The government is clearly committed to crime reduction through partnership, as demonstrated by an investment of £400 million in the crime reduction programme; the provision of a crime fighting fund to secure an additional 9,000 police officers; and the creation of Regional Directors for crime reduction to ensure a clear link between central policy and local delivery. The injection of £34 million over two years to expand the National DNA Database will also help to reduce crime. A bigger database will help to increase detections, speed up identification, lead to earlier arrests and increase convictions. This will take criminals off the streets and make communities safer.

The police service has demonstrated great commitment to crime reduction and will, through the continuing adoption and development of the best practice highlighted in our thematic reports prove itself equal to the reliance being placed upon it.

Key Performance Objective 3 - to target and reduce drug related crime in partnership with other local agencies

Figure 12 Number of arrests for supply or possession with intent to supply controlled drugs per 10,000 population 1999/2000

Figure 12 shows that there is a large difference in performance between forces, ranging from less than 2 arrests for supply or possession with intent to supply per 10,000 population in Warwickshire to over 15 in Nottinghamshire (detailed figures are given in appendix ii, table 2). This disparity cannot be explained fully. However, it is likely to reflect the priority given to drug-related crime and the different methods used to combat it within forces. This is backed up by the fact that seven of the top ten performing forces from last year have remained high performers this year.

The HMIC thematic report, *Calling Time on Crime*, highlighted the widespread use of illicit drugs in England and Wales. This confirmed that drug use is not affected by geographical or social boundaries. For example, significant drug problems were found in inner city London, the mixed urban and rural area of Humberside and the largely rural area of Dyfed-Powys. Drug users commit a significant amount of crime, particularly against property, to fund their habit.

Given that the number of offenders referred to or entering treatment programmes as a result of arrest referral schemes is a KPI (3ii) and the clear benefits of accessible and timely drug treatment programmes, HMIC has been disappointed to find, during its thematic inspection, that there was a reported lack of capacity in drug treatment services and, consequently, long waiting lists for those needing treatment. HMIC feels that, without available and effective treatment programmes, it will be difficult to significantly reduce drug abuse and the criminal behaviour associated with it. This is why we are pleased that the government, in December 1999, announced the award of £20 million pounds, over 3 years, to forces across England and Wales to help them to crackdown on drug related crime. The three-year programme aims to extend and develop arrest referral schemes, providing funding for arrest referral workers and contributing to the costs of treatment for drug-misusing offenders.

The programme will be evaluated nationally to measure the impact on both drug misuse and related crime, research which we believe is long overdue.

Key Objective 4 - to increase trust and confidence in policing amongst ethnic minority communities

Figure 13 Racially aggravated offences 1999/2000

In September 1998, the Crime and Disorder Act amended the counting rules and created additional offences with a higher maximum penalty where the circumstances of the offence had been racially aggravated; these were other wounding, harassment, common assault and criminal damage. This change will help us to identify the extent of racially aggravated crime. In 1999/2000, 21,700 such offences were recorded, including 10,800 for harassment, 2,700 for other wounding, 4,300 for common assault and 4,000 for criminal damage. Figure 13 shows the breakdown by category.

Together with the changes in recording, the government's action plan in response to the Stephen Lawrence Inquiry report sets out a comprehensive programme which will improve the way racist incidents are policed. HMIC also welcomes the ACPO Action Guide to Identify and Combat Hate Crime, published in December 1999, which provides a positive steer to forces.

Through inspection we have seen many examples of the police service working hard to win the trust and confidence of their communities. For example, many forces are using innovative methods to involve and consult with hard to reach groups. Cambridgeshire has undertaken a comprehensive race and community relations audit using a co-ordinating group, tasked to ensure that a fair and equal policing service is delivered to all sections of the community.

Several areas are using independent community representatives to contribute to groups and forums. Worth a particular mention is the work of an equality of service strategy group in South Wales. This group is chaired by the Chief Constable and meets on a quarterly basis. It involves the Chief Officer Team, Heads of Department, the Commission for Racial Equality and other relevant people and monitors performance in relation to community and race relations. This group has led to a transparent and independent scrutiny of the force's practices and procedures. Some notable actions have included:

- the involvement of group members as observers for the selection of staff;
- scrutiny of, and contribution to, the force-wide Community Race Relations/Diversity strategy; and
- quarterly reviews of the force's approach to racist incidents.

Many forces are creating a dialogue both within the force and with local communities to encourage cultural change. These forces have recognised that cultural issues go hand in hand with increasing trust and confidence. It is important to create change within a force which addresses and challenges behaviour in order to develop a culture which allows everybody to be treated on the basis of individual needs. Some encouraging work in this area has been carried out in several forces, including Merseyside which has developed a Community and Race Relations Task Force in order to better take account of community views, anxieties and aspirations and provide an enhanced service response to them.

Nationally, ACPO has been actively taking forward work on how to improve forces' ability to deal effectively with high profile race/hate crime or unexplained deaths. This work will include the provision critical incident training for chief officers and senior investigating officers and is much welcomed.

Recruitment and Retention

Very much linked to race and diversity is the issue of recruitment and retention. HMIC is pleased to see that a number of forces are more routinely using familiarisation courses to attract potential recruits. These courses enable candidates, who may not otherwise have considered a police career, to visit a force, meet some of the staff and develop an understanding of the role of a police officer.

Some of the positive initiatives by individual forces include:

- a Uniformed Service Access Code introduced by Lancashire. This is a combined initiative with other emergency services to provide a more joined up approach to recruitment, including from minority ethnic groups.
- Bedfordshire's strategy for the recruitment of minority ethnic officers. Besides using an extended familiarisation course, minority ethnic recruits are provided with 'contact advisors', who are members of minority ethnic communities themselves. During periods when the force is not recruiting, Bedfordshire refers potential candidates to the neighbouring force of Hertfordshire so that they do not lose interest or are attracted to other careers. Because of such initiatives, it is no surprise that consultation forums in Bedfordshire have an impressive level of support from local minority ethnic communities.

We are pleased to see the continuing involvement of the National Black Police Association (NBPA) by the police service and government. By encouraging the implementation and development of numerous Black Police Association, the NBPA has continued to play a strategic role in the government's *Dismantling Barriers* initiative. In addition, membership on the Home Secretary's Stephen Lawrence Inquiry steering group has provided the NBPA with an opportunity to give its perspective on a range of police procedural and wider criminal justice issues. Regular NBPA involvement on numerous National Police Training (NPT) courses has undoubtedly helped students to understand the unique experiences and views of black and Asian police personnel.

Next year, performance indicators will be introduced to measure recorded racist incidents, the use of powers to stop and search, levels of recruitment and retention of minority ethnic staff and public satisfaction, where available, among different groups. This will allow us to analyse performance in this area comprehensively. We will also be looking closely at how the police service is performing against the Home Secretary's Action Plan and previous HMIC thematic reports in our inspection of race and community relations, *Winning the Race III*.

This is the last year in which police performance will be reported against the KPIs. Next year's statistical returns from police forces will reflect the statutory duty on police authorities to demonstrate efficiency, effectiveness and quality of service in the form of Best Value performance indicators.

Chapter Four

Thematic Inspections

We have committed a significant amount of both time and resources to our programme of thematic inspections over recent years. However, being aware of the burden this has placed on forces, we consciously reduced this year's programme accordingly.

We believe that thematic inspections can be very influential, the purpose of this chapter is to look back at the thematic inspections conducted between 1997 and 1999 and to consider the impact they have had. A review of this year's thematic inspections is given in the next chapter.

A thematic inspection, looking closely at a particular aspect of policing, provides a learning experience for the entire service. HMIC thematic reports have proved important in the spreading of good practice and those forces that respond positively to the recommendations are soon rewarded with improvements in performance. The list of these thematic inspections (figure 14) demonstrates the breadth of the programme between 1997 and 1999.

Figure 14 Thematic Inspections

Title	Subject Matter
• Lost Time (1997)	- Management of sickness and medical retirement.
• Officer Safety (1997)	- Minimising the risk of violence to officers.
• Policing with Intelligence (1998)	- Good practice in criminal intelligence.
• Road Policing and Traffic (1998)	- Enhancing the effectiveness and efficiency of road policing.
• Beating Crime (1998)	- Crime reduction.
• What Price Policing? (1998)	- A study of efficiency and value for money in the Police Service.
• Child Protection (1999)	- Identification of effective policy and joint working practice in the protection of children from abuse and the detection of offenders.
• Keeping the Peace (1999)	- Policing disorder through risk assessment: minimising and managing that risk: responding to disorder.
• Managing Learning (1999)	- A study of police training.
• Police Integrity (1999)	- Securing and maintaining public confidence.
• Winning the Race (1997) and Winning the	- Study and follow-up study of community and race relations.

Race revisited (1999)

The thematics each generated between 7 and 25 recommendations, produced checklists as a management aid as well as, collectively, giving hundreds of examples of good practice. It is not the intention to produce an inventory of progress against every recommendation or to detail the reaction of forces to every example of good practice in this report. This is something followed up in our inspection programme, with Inspectors considering progress against the recommendations as part of each force inspection. The following paragraphs give an outline of the general impact, both to the police service and on police policy, of some of the most influential thematics.

Sickness/Ill Health Retirements

Lost Time (1997) inspected both the management of sickness absence by forces, and procedures and practice in the award of 'ill health' pensions. A series of recommendations and a collection of good practice provided a necessary platform for improvements. Half of all forces have seen reductions in the number of working days lost to sickness since publication of the thematic report, with the average number of sickness days per officer falling from 12.23 to 11.49 between 1996/97 and 1999/2000, a 6.05% improvement and approximately the equivalent of 400 officers, which would obviously translate to more police officers available for front line duty. Improved occupational health facilities, structured and supportive monitoring and more credible data collection systems have led to this improvement, which is good for policing, good for officers themselves and adds value for money.

In addressing the issue of medical retirements the report, in addition to suggesting legislative changes, indicated to forces a range of process improvements that could be made within the parameters of existing legislation. Acknowledging other successful responses to the setting of targets, the thematic suggested that all forces should, at the end of two years aim to ensure that medical retirements were no more than 33% of all retirements. At the time of the inspection only 25% of forces could match that figure but three years later 56% were within target. The recommendation of a target of 33% was acknowledged as a crude, rather than sophisticated, measure. However, it has provided the necessary catalyst for change. Work is currently taking place within Home Office to provide more sophisticated targets.

Officer Safety

A further impactful thematic is the report of the inspection of officer safety (*Officer Safety: Minimising the Risk of Violence 1997*). The report is seen throughout the service as being instrumental in promoting a better co-ordinated approach nationally to the research, development and procurement of protective equipment, including batons and CS Spray. Good practice highlighted in the report has led to a range of beneficial improvements in different forces including more comprehensive risk assessments, enhanced training and the inclusion of safety issues in briefing and debriefing.

It is very pleasing to see that serious assaults have shown a steady decrease since 1996/97. The number of assaults in 1999/00 is the lowest since 1993/94 and serious assaults have fallen by 67%. This is good news for the police service, its stakeholders and officers performing difficult and, too frequently, dangerous day-to-day tasks.

Figure 15 England & Wales - Assaults on Police

Year	Fatal Assaults	Serious Assaults	Other Assaults	Total
1993/94	2	895	16,135	17,032
1994/95	0	665	13,971	14,636
1995/96	1	810	13,374	14,185
1996/97	0	901	14,587	15,488
1997/98	1	857	12,723	13,581

1998/99	0	331	12,202	12,533
1999/00	1	294	10,888	11,183

The trend regarding sick leave resulting from assaults is also positive (figure 15).

The number of assaults leading to sick leave has reduced since 1994/95, by 45%, (figure 16) as has the number of days lost through sickness following an assault, a reduction of 44% (figure 17).

Figure 16 Total Number of Assaults on Police Leading to Sick Leave

Forces	1994/5	1995/6	1996/7	1997/8	1998/99	1999/00
England and Wales	3,005	1,642	2,476	1,965	1,881	1,347

Figure 17 Total Number of Sick Days Taken Through Assaults on Police

Forces	1994/5	1995/6	1996/7	1997/8	1998/99	1999/00
England and Wales	42,767	32,829	41,166	33,729	31,693	18,822

Value for Money

What Price Policing (1998) was particularly timely in preparing the service for the rigours of year-on-year efficiency gains and the disciplines of Best Value. The service has positively responded to this thematic. For example:

- modern professional procurement is now an established feature of all police forces and is a vital element in the *Challenge and Competition* processes under the Best Value legislation. Professional procurement within the service is increasingly focused on collaboration, both regionally and nationally, to ensure that all Forces can maximise the potential from the procurement of goods and services. Collaboration has recently taken a major step forward as a result of the development, by ACPO, of a national website, which enables procurement managers to share information including specifications and contract documents across the Internet;
- activity analysis is now an established source of management information within forces, which supports BCU commanders with the process of linking the deployment of resources to the achievement of performance outcomes. Activity analysis is increasingly being used to produce activity costings and to create benchmark data, which can form a critical part of the *Compare* process under Best Value;
- there is a growing realisation within the service of the importance of measuring the input of resources against the measurable outcomes. Efficiency plans, which are an initial attempt to focus attention on this link, are likely to continue in their present form for another year.

The latest work to assess how to measure and improve efficiency and productivity is that of the Public Sector Productivity Panel. This panel comprised a team of private sector managers, recruited by government to look at various aspects of public sector performance. Each member of the panel focussed on a different area, working with individual government departments and agencies to identify solutions that will increase productivity. A study of the police service, led by Clare Spottiswoode, an Associate at PA Consulting, reported in April 2000. HMIC was called upon to give advice to the study team. We look with interest at the work currently underway in the Home Office to test the study's proposals and develop a comparative statistical model which will link the overall cost of policing in each force to a basket of performance indicators. This model will be used to determine the relative efficiency of each police authority and force. This emphasises the need for all authorities and forces to continuously monitor performance and the deployment of resources.

Road Policing

The publication of *Road Policing and Traffic* (1998) has raised the profile of traffic policing and returned the issues to centre stage. As recommended, many community safety strategies now address road safety issues directly. An increasing number of

forces have responded positively to the further recommendation that the methods used in criminal intelligence are equally applicable to road policing and, where available, resources should be deployed to identified 'hotspots' and prolific offenders. In underlining the importance of ACPO's own Road Policing Strategy and promoting the monitoring of its effectiveness, the thematic assisted the service in playing its full part in securing government targets for road casualty reduction. The government's current road casualty targets are:

- by 2010, compared with the average for 1994 - 1998 for each force in England and Wales;
- a 40% reduction in the number of people killed or seriously injured in road accidents;
- a 50% reduction in the number of children killed or seriously injured; and
- a 10% reduction in the slight casualty rate, expressed as the number of people slightly injured per 100 million vehicle kilometres.

These are challenging targets which forces will have to work hard to meet, but they are important as road traffic accidents still lead to a significant and tragic number of deaths and casualties. In the 1999 calendar year, for example:

- 3,423 people were killed, an increase of two people compared to 1998;
- 39,122 were seriously injured, a decrease of 4% compared to 1998; and
- 277,765 were slightly injured, a decrease of 1% compared to 1998.

We welcome progress made by ACPO since the publication of our thematic report. In particular the guidance issued in February 2000 on speed enforcement policy. This guidance was developed following wide consultation with government, motoring bodies and road safety organisations and aims to reduce road casualties and ensure a more free-flowing traffic environment for local communities. We encourage forces to make full use of this guidance. Speeding is a major cause of death and injury on our roads and it is encouraging that ACPO has given its full support to an initiative, started in March 2000, to test a government-backed scheme to channel funds, raised from fixed penalties incurred at speed and red light cameras, back into road safety.

HMIC also supports the government's National Road Safety Strategy, launched in March 2000 which contains specific proposals relating to speed and drink and drugs driving. We are pleased that these proposals have been very well received by the police service, which is testing performance indicators to evaluate the success of the strategy in several police forces.

Child Protection

The police service has a pivotal role in the protection of the most vulnerable in society, and children are entitled to specific protection. More has probably been learned about the physical, sexual and emotional abuse of children in the past twenty years than at any time in history. One of the most valuable lessons was the recognition of the benefit of inter-agency collaboration and joint working. Joined-up working indicates joined-up inspection and the thematic *Child Protection* (1999) was carried out with the assistance of staff from partner inspectorates of social services, probation and prisons.

Recent events have brought the issue of child protection to the fore. These events, coupled with the publication of the Home Office recent research report, *Where are we now?*, highlights the importance of all agencies working together in order to protect children. A great deal of work is going on to review the Sex Offender Act 1997 and the application of Sex Offender Orders. HMIC is involved in the consultation process and is monitoring developments to make sure that no opportunities are missed to enhance to protection that children need.

Public Order

The preservation of public order is a crucial element in maintaining quality of life. *Keeping the Peace* (1999) reported the inspection of the policing of large-scale disorder, including novel forms of protest. In addition the inspection explored the police response to ongoing but low level disorder and the partnership opportunities presented by the Crime and Disorder Act. The thematic was supplemented by further work, undertaken in late 1999 by HMIC, the ACPO Public Order sub-committee and NPT, to evaluate force preparedness to meet both internal public order and mutual aid commitments. The resulting strategic developments have included:

- ACPO Public Order sub-committee working to an action plan to address the issues identified in each piece of work;
- the sub-committee working towards standardisation of both training and equipment; and
- the rewriting of the ACPO public order manual, as a direct result of the HMIC thematic. Amongst the new material in the manual are new guidelines on the use of CS Spray and the inclusion of Human Rights issues. The new manual gives a more holistic approach to policing public order situations.

The Crime and Disorder Act 1998 has given new powers for the police to deal with disorderly behaviour. The Anti-Social Behaviour Order (ASBO) came into force on 1 April 1999. Local authorities and the police can seek an Order from the courts to protect the community from the actions of those who cause harassment, alarm and distress through anti-social behaviour. The government believe that ASBOs are a powerful tool in the fight against disorderly behaviour and are keen for the police and local authorities to make use of them. We fully support this.

Police Integrity

The integrity of the service and its staff must be unquestionable if public confidence is to be maintained amongst the majority and secured from the sceptical. The thematic *Police Integrity* (1999) adopted a broad definition of integrity, examining fairness, behaviour, probity and equal treatment in the context of a wide range of operational and managerial issues. Its 11 recommendations and 125 examples of good practice addressed root causes, including weak management that in effect facilitates the development of malpractice and unethical behaviour.

We are pleased that ACPO responded most positively to this report and also took the initiative by setting up a Task Force on Corruption. This Task Force published its strategy in April 2000 in the form of four documents:

- an ACPO strategy document, outlining the main principles in areas such as promoting knowledge and understanding, prevention, intelligence, detection, mutual assistance and delivering the strategy;
- guidance to chief officers, providing more detailed information on preventative strategies and security of information;
- guidance to senior investigators, which draws on good practice and assists investigators to manage corruption enquiries; and
- guidance on professional standards reporting (sometimes known as whistleblowing).

These documents should provide chief and investigating officers with the information they need to both more effectively prevent corruption and to investigate it thoroughly when cases do arise.

The recent HMIC thematic report *On the Record* (2000) shows that the police service cannot be complacent. It raises the issue of ethical crime recording, a reminder to chief officers that all aspects of police integrity require their constant leadership, attention and vigilance.

Training

A recurring feature of the thematics is training issues. Our thematic *Managing Learning* (1999) provided a comprehensive appraisal of police training. Its importance and strategic thrust, ensuring that the right training is delivered to the right people at the right time in an effective way, was recognised by both the Home Affairs Committee in their inquiry into police training (June 1999) and by Sir William Stubbs in his report to the Home Secretary on *The Organisation and Funding of Police Training in England and Wales* (July 1999).

It has been rewarding to note the value placed on this thematic by Ministers, officials and ACPO and to witness tangible progress against many of its recommendations. This is particularly evident in the Government's proposals on the future of police training published in *The Way Forward* in May 2000. The appointment of an HM Inspector, from a non-police background, to focus specifically on police training will ensure that the lessons of this important thematic are not lost. The Training HM Inspector is a full member of the Police Training Council's Implementation Steering Group which is overseeing the enabling measures for *The Way Forward*.

Areas for Development

The above synopsis provides an overview of our thematic inspection effort and spotlights aspects of the positive response of the service. The thematics have triggered progress across a wide range of leadership, management and operational issues. Against a background of success there have been disappointments. The most recently published thematics (*Calling time on Crime* and *Under the Microscope*), both demonstrate that the valuable lessons of *Policing with Intelligence* (1997) have not been fully grasped. It is important that forces revisit the recommendations to maximise the impact of intelligence led policing.

Undoubtedly the most disappointing response was to *Winning the Race* (1997) which looked at the service's approach to community and race relations. The thematic found that the service had allowed community and race relations, the underpinning feature of policing by consent, to drift to the periphery of strategic thinking and operational action, instead of being at its core. The situation was serious enough to necessitate a revisit of the thematic within 18 months. It was disappointing to see that, although some forces had made advancements, little tangible progress across forces had been made in respect of the twenty

recommendations of the original thematic. The fact that the Stephen Lawrence Inquiry was taking evidence in the intervening period had failed to stimulate significant activity. As a result, a further revisit to *Winning the Race* is ongoing and each force in England and Wales will be individually assessed. The revisit will be reported towards the end of January 2001 and I look forward, this time, to evidence of significant progress.

Chapter Five

Thematic Inspections 1999/2000

In addition to the thematic inspections outlined in the last chapter, there was further, albeit limited, work completed in 1999/2000. The year's programme was focused around the ministerial priorities identified for the police service:

- to reduce crime and disorder; and
- to increase trust and confidence amongst minority ethnic communities.

Crime Reduction

HMIC set out to examine how the police service can achieve long term reductions in crime and disorder in line with Government targets. Our approach was to examine three discrete areas leading to a trilogy of reports:

- *Calling Time on Crime* provided a comprehensive review of crime reduction activity.
- *Under the Microscope* examined how the service used scientific and technical support to reduce volume crime.
- *On the Record* inspected crime recording practice in forces and the use of the Police National Computer and the Phoenix intelligence system.

Calling Time on Crime

Early in 1998, in *Beating Crime*, HMIC published the findings of its thematic inspection of crime prevention and commented on the strengths and weaknesses of partnership arrangements. The Audit Commission published *Safety in Numbers* a year later which reported on their study of community safety frameworks within local authorities and similarly noted their strengths and vulnerabilities. *Calling Time on Crime* reports on progress since these studies and the response to the statutory obligations of the Crime and Disorder Act 1998. Although led by HMIC, the multi-agency philosophy underpinning the government's approach to crime and disorder reduction was reflected in the contributions to the inspection process from the Audit Commission, the Local Government Association, the Office for Standards in Education and the Social Services Inspectorate.

The inspection recognised the substantial progress that had been made against a background of extensive funding from central government and ministerial activity and interest. There has been an encouraging beginning to translating local strategies into activity that will, in time, deliver tangible and sustainable results. There is still a long way to go before the benefits of acting on the findings of the report will be realised. In particular there is a need for:

- improved co-ordination between different government departments. The introduction of targets (which have been agreed from April 2001 for all partnership members) and transparent accountability mechanisms will concentrate minds;
- local partnerships to adopt a more integrated approach to common problems;
- central government to consult more widely to secure ownership of problems and solutions;
- research into repeat offending whilst on bail and the varying approaches of the courts to this problem;
- the prevention of crime and disorder to feature in all ministerial portfolios;
- partner agencies to seek to establish coterminous geographical boundaries so that preventative effort is jointly owned along with decision making and responsibility;
- the participation of the voluntary sectors to be encouraged;
- compatible information technology to facilitate more effective sharing of data and appropriate analysis.

Under the Microscope

Under the Microscope, in examining the way in which the police service exploits scientific and technical opportunities to reduce volume crime, concentrated its attention on the burglary of people's homes and motor vehicle crime. Together those categories of crime represent a third of all recorded crime and are the subject of specific and demanding Government targets. Forensic science has tremendous potential to make a significant contribution to the detection and reduction of crime.

The thematic report is hard-hitting. However, it gives a solid base from which to move forward and make the changes that are

needed. Key action points for forces include:

- ACPO and chief officers should ensure that their strategies and supporting policies on the use of forensic science to tackle volume crime are up to date and known and understood by operational officers;
- chief officers should urgently review their systems to ensure that sampling policies are both clearly understood and implemented;
- chief officers should make sure that systems are in place to comply with Home Office requirements on the National DNA database and Data Protection Act 1998. An audit of the National DNA database should be undertaken to help in this process;
- ACPO and the Home Office should develop and provide a list of approved technical equipment for use by forces and guidance on the procurement of such equipment.

We were disappointed to find that forces were not making use of the joint publication in 1996 by ACPO and the Forensic Science Service *Using Forensic Science Effectively*. This document is as instructive today as at the time of publication and following the advice within it will help forces to use forensic science more strategically and professionally.

There will be a follow-up inspection within 18 months to monitor specifically progress on DNA and fingerprint identifications.

On the Record

If meaningful comparisons are to be made between forces or BCUs in different parts of the country, it is essential that common crime recording practices are adopted throughout the 43 forces of England and Wales. *On the Record* highlighted significant inconsistencies in the sample of reports examined. The inspection found between 55% and 82% of allegations of crime were ultimately recorded as such and that between 15% and 65% were wrongly classified. The report suggests that the recorded crime figures would increase significantly if all reported crimes were recorded and the official figure would move closer to that in the British Crime Survey.

We are pleased that the Home Office has taken account of our thematic inspections in its *Review of Crime Statistics: A Discussion Document*, published in July 2000. This document contains proposals to provide for greater accuracy and consistency in data collection across police forces and improve the way in which information on crime is presented and interpreted. The Home Office will be consulting with ACPO, police forces and other interested parties on how best to move these measures forward. HMIC will be involved in this consultation.

This trilogy of reports, published in the summer of 2000, was welcomed by Ministers. It will be a powerful and positive influence and source of support to forces in delivering their commitment to crime reduction.

Increasing Trust and Confidence

HMIC carried out a major piece of work, following a direction from the Home Secretary in the wake of the Stephen Lawrence Inquiry, to examine how murder investigations and reviews were currently being conducted and the state of community and race relations in the MPS. This thematic inspection was entitled *Winning Consent*.

The concerns raised by Sir William Macpherson in his inquiry focused on murder investigations. However, the recommendations were intrinsically linked to broader community and race relations issues. The inspection therefore included in its terms of reference the strategy, policy and practice in relation to both murder investigation and community and race relations.

Six months of intensive work, under the joint leadership of HM Inspectors David Blakey and Dan Crompton, subjected the MPS to an unprecedented level of scrutiny. The inspection report *Policing London: Winning Consent* (2000) acknowledged the significant progress made by the MPS in its approach to policing a diverse community. The report showed that much was happening in the MPS - innovative work to improve the effectiveness of stop and search; use of lay advice; and commitment to staff training to name but three initiatives. The work of the Racial and Violent Crime Task Force was highly praised. This relatively new unit has proved to be a source of expertise and excellence for officers across London, and in other forces, and most importantly, it is respected by members of minority ethnic communities.

The inspection highlighted the need for change in a number of important areas of murder investigation. These included how murder was prioritised, the use made of forensic support, the workloads of senior investigation officers and the size and functions of their teams and the role of ACPO officers in investigations and reviews.

We welcome the Commissioner's very positive response to the report, which immediately accepted all but three of the recommendations, the remaining recommendations being technical rather than fundamental and are still being considered. The

response showed the determination by senior managers in the MPS to address the issues urgently. In fact work had already begun to implement the main findings even before the report was formally published.

Although this inspection looked specifically at the MPS, the findings in some areas could be applied equally to other forces and its recommendations will contribute to the thinking and practices of forces across England and Wales.

Follow-up to Thematics

The importance of the recommendations and good practice checklists of thematics is such that it is imperative that HMIC has an effective mechanism to monitor the appropriateness of the response in forces. The volume of thematic work over recent years placed an unacceptable burden on individual force inspections to chase progress. A changed approach was devised in 1998 whereby the regional HM Inspector monitors progress in correspondence with each chief constable. The latter forwards action plans and position statements to the regional office and the effectiveness of implementation is assessed during subsequent inspections. This approach has proved a significant improvement in maintaining the threshold of accountability. In future, suggestions of good practice from thematics will be incorporated into our new model of risk assessment, explained further in chapter 6.

The Future

This chapter has provided some insight into the value our thematic inspections have added to policing. Further crosscutting work will be undertaken with partner inspectorates, particularly in the juvenile offender area, and we intend to continue with our focused programme of thematic inspections. Details of our future programme will be available in December 2000.

Chapter Six

Forward Look

HMIC continues to face new challenges, for example as a result of Best Value legislation and an increased focus on BCUs. In order to meet these challenges we will be changing the way that we work so that we can continue to provide the best possible service.

In a year's time HMIC will look quite different. However, we believe that it will become more accessible to its customers and focused on particular areas of good and poor performance.

The purpose of this chapter is to give a brief outline of the main changes which are taking place in HMIC.

New Regional Structure

We have recently taken the opportunity to review our regional structure and align our boundaries with those of the Government Regional Offices responsible for crime reduction and ACPO. This will improve communication and ensure that the regional offices and ACPO have one main point of contact in HMIC. The review has enabled us to reduce the number of regions in HMIC from five to four. A map showing the new regional structure, and the HM Inspector responsible for each region, is attached at appendix i.

Best Value

The introduction of Best Value, under the Local Government Act 1999, has widened the powers of HMIC to include the inspection of police authorities.

As a requirement of Best Value, police authorities must review the whole of their business over a five-year period. Each year they will produce a Best Value Performance Plan showing performance against local and national performance indicators. The Best Value Plans will include Best Value Reviews of the functional areas which the force is looking at that particular year.

HMIC is the 'Best Value Inspectorate for Policing' and, as such, has a legal duty to inspect each Best Value Review. This is new business for us and will represent a significant increase in our workload. Best Value Inspections will be undertaken alongside our normal programme of inspections.

Risk Assessment

Next year we will be introducing a new model of inspection which focuses inspection attention to where it is really necessary. The model is a structured methodology to analyse, assess and score forces' performance against a number of protocols (statements of good practice in operational and organisational activities).

The model will give a comprehensive analysis of performance which will allow us to judge the level of inspection needed. Poorer performing forces will receive a more rigorous inspection than high performers and some forces may not receive a visit at all. The model will highlight particular aspects of good and poor performance and HMIC will visit some forces to look specifically at these areas. Inspections under the new methodology will take place between September 2000 and April 2001.

This is a very different approach. Up until now inspection has tended to cover all areas of policing activity, delivering a stock service regardless of performance. This new way of working will allow us to reduce the burden on forces, target our activity more effectively and optimise our resources.

Basic Command Unit Inspections

One of the most significant developments for HMIC is the Home Secretary's proposal to extend our remit to inspect, not only forces and police authorities, but BCUs with effect from April 2001.

Policing is essentially a local service, and BCUs are the main level of engagement with local communities. However, performance between apparently similar BCUs varies to a degree that is at times remarkable. This fact, together with the focus

on crime reduction and the effectiveness of statutory partnerships, provides an inexorable logic to the scrutiny of performance at BCU level.

As well as assuring quality and integrity, the inspections will search out good practice and help spread this across the country. In recognition of the potential benefits of BCU inspection, ACPO, the Association of Police Authorities and the other police staff associations, have signalled their willingness to co-operate with the programme and a substantial inspectorial role will be played by currently serving BCU commanders seconded to HMIC for short attachments.

Lay Inspectors

One of the recommendations in the Stephen Lawrence Inquiry Report was to increase the lay (non-police) element in HMIC. We are therefore introducing two lay Assistant Inspectors to focus primarily on race and diversity. These inspectors will be involved in thematic inspections and will work with the other inspection teams to make sure that race and diversity is thoroughly considered during our risk assessment and Best Value inspections.

The two new race and diversity inspectors are Maqsood Ahmad and Mike Franklin. Maqsood is the former Director of Kirklees Racial Equality Council where he had responsibility for working towards the elimination of racial discrimination and promoting equal opportunities in the public, private and voluntary sectors. In addition, he is a member of the Home Office Lawrence Steering Group, which is responsible for ensuring that the recommendations in the Stephen Lawrence Inquiry are implemented.

Mike Franklin has worked previously with HMIC, as an advisor for the thematic inspection *Winning the Race* which considered race and diversity within the police service. Prior to joining HMIC he was the Chair of the Community-Police Consultative Group for Lambeth and the Vice Chair of the Lay Advisory Group to the Metropolitan Police Service and Violent Crime Task Force. We are pleased to have our two new colleagues in the team.

To add to our existing generalist lay element (two Assistant Inspectors from a non-police background), we have also been able to attract Kate Flannery on secondment from the Audit Commission. She is an Associate Director with the Audit Commission and has led on many of its police related reports over the last ten years. She has been very involved in Best Value and in the Audit Commission study of BCUs and will undoubtedly prove to be a most valuable addition to HMIC.

Inspection of Training

The need for a separate inspection team to focus on police training was highlighted in the Home Affairs Committee Inquiry into Police Training and Recruitment in June 1999 and in the HMIC thematic, *Managing Learning*, in April 1999. It figured as a key element in the Government's consultation document on police training published in November 1999, and figures prominently at paragraph 18 of *Police Training: The Way Forward*, published in May 2000.

An inspection team will be established in HMIC, based in Woking, and to lead this team we have recruited a non-police HM Inspector of Police Training. The HM Inspector selected is Robin Field-Smith. He is a former Army Officer, who has spent his career specialising in training and education. He was part of the team responsible for reviewing training across the whole of the Ministry of Defence and he developed the Army's strategy for Investors in People. He will be looking to strengthen links between the Police Service and relevant external agencies in the field of lifelong learning.

Together with his team, he will be responsible not only for inspecting police training establishments but also for commenting on training within police forces, and advising on best practice, Best Value and the proper grasp of all aspects of the training cycle from identification of needs through to evaluation of output.

A particular focus will be NPT, which has not historically been subject to regular reviews by HMIC. It will be important for the Director of NPT to have a relationship with the Inspector of Police Training similar to that of a Chief Constable with a regional HM Inspector. NPT is not currently mandated to undergo the Best Value process, but is introducing it voluntarily this year and has invited HMIC to inspect the reviews conducted.

Robin Field-Smith will have a key role also in advising and supporting the tripartite structure as it implements the Government's proposals for police training contained in *The Way Forward* published in May 2000. Major features are a new status for NPT, the setting up of a police national training organisation (NTO), a core curriculum, mandatory qualifications, and collaboration through Best Value.



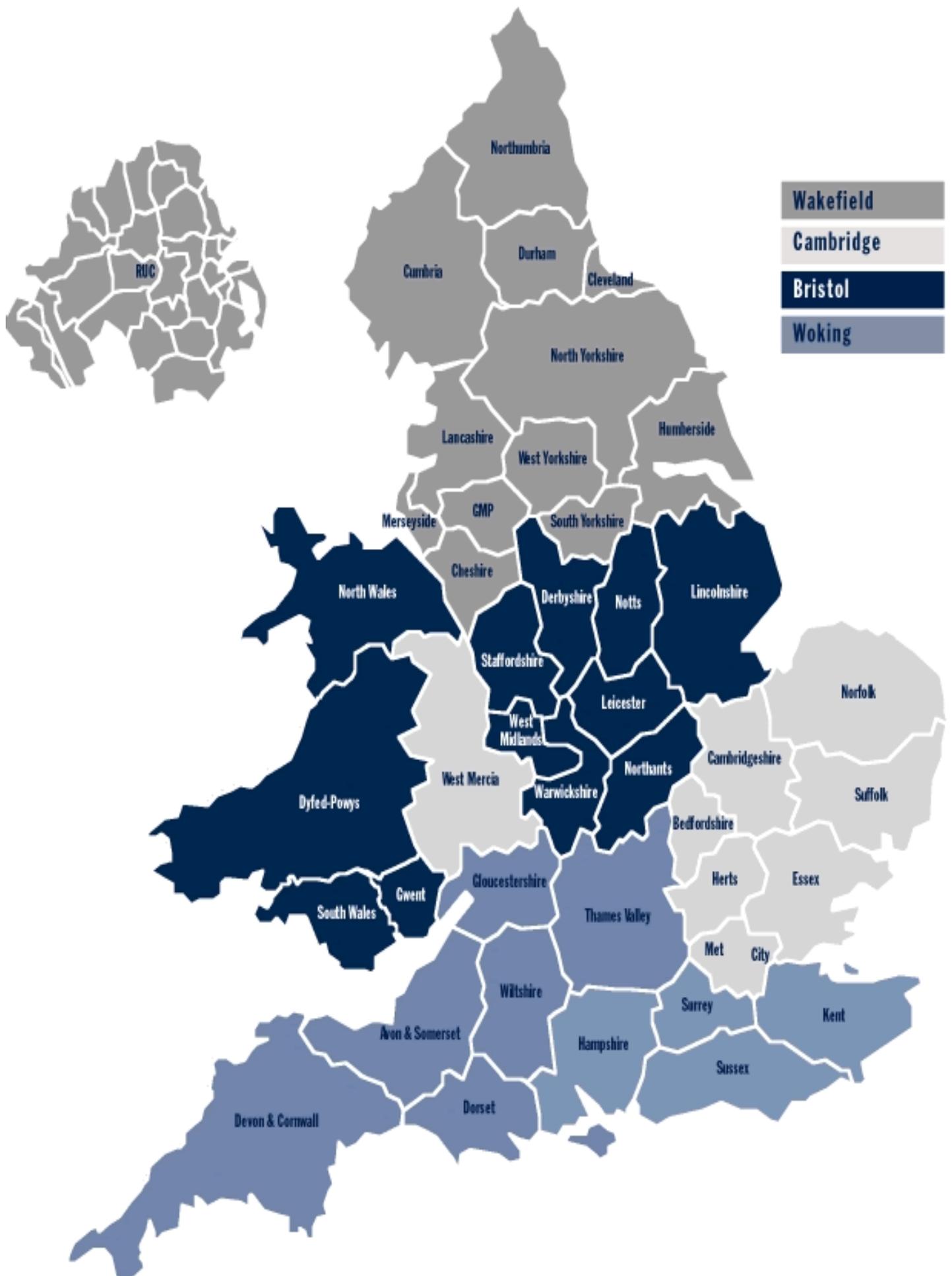
Robin Field-Smith

Thematics

We will continue to focus our main thematic inspections on the Ministerial Priorities for Policing. In 2000/2001 our largest thematic, *Winning the Race III*, will focus on race and diversity. This thematic will assess how forces are progressing against the recommendations in the Stephen Lawrence Inquiry Report, and the two previous *Winning the Race* thematics. The inspection will report in January 2001.

Appendix 1

Regional Structure





**HM Inspector North,
Dan Crompton
CBE QPM**



**HM Inspector Central,
David Blakey
CBE QPM MBA DL**



**HM Inspector South,
Peter Winship
CBE QPM MA (Oxon)**



**HM Inspector London & East
(& West Mercia),
Keith Povey
QPM BA (Law)**

Appendix ii

Table 2

Arrests for supply or possession with intent to supply per 10,000 population 1999/2000

<i>FORCES</i>	<i>Number of arrests for supply or possession with intent to supply controlled drugs</i>	<i>Number of arrests for supply or possession with intent to supply controlled drugs per 10,000 population</i>
Avon and Somerset	437	2.94
Bedfordshire	143	2.57
Cambridgeshire	158	2.20
Cheshire	376	3.82
City of London		
Cleveland	481	8.65
Cumbria	599	12.15
Derbyshire	229	2.35
Devon and Cornwall	515	3.29
Dorset	379	5.48
Durham	442	7.27
Dyfed-Powys	235	4.95
Essex	410	2.67
Gloucestershire	230	4.13
Greater Manchester	864	3.35
Gwent	547	9.82
Hampshire	591	3.35
Hertfordshire	221	2.51
Humberside	568	6.43
Kent	958	6.08
Lancashire	542	3.80

Leicestershire	381	4.10
Lincolnshire	146	2.33
Merseyside	576	4.09
Metropolitan Police		
Norfolk	215	2.70
Northamptonshire	254	4.12
Northumbria	757	5.31
North Wales	192	2.92
North Yorkshire	235	3.19
Nottinghamshire	1,622	15.72
South Wales	443	3.57
South Yorkshire	556	4.26
Staffordshire	298	2.80
Suffolk	264	3.93
Surrey	181	2.30
Sussex	328	2.19
Thames Valley	592	2.84
Warwickshire	94	1.86
West Mercia	525	4.62
West Midlands	881	3.35
West Yorkshire	1,654	7.83
Wiltshire	206	3.40
England and Wales	19,325	3.67

Figure 1

HMIC Running Costs Expenditure 1999/2000

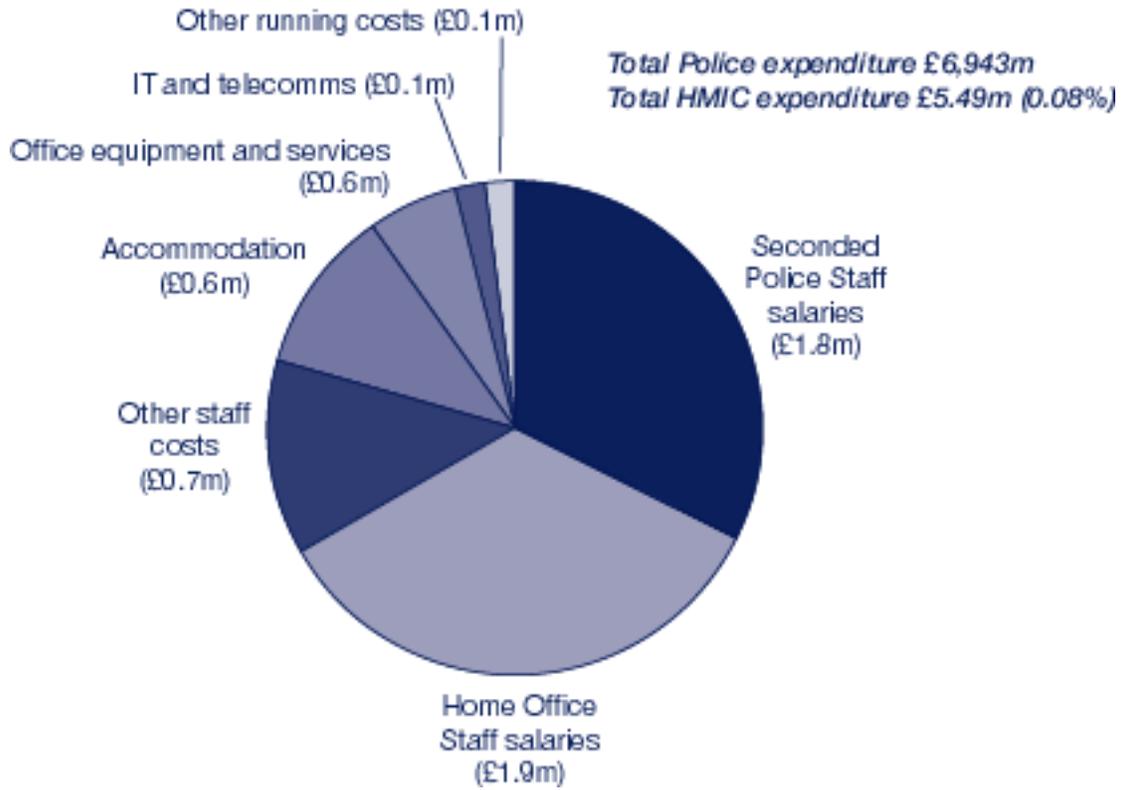
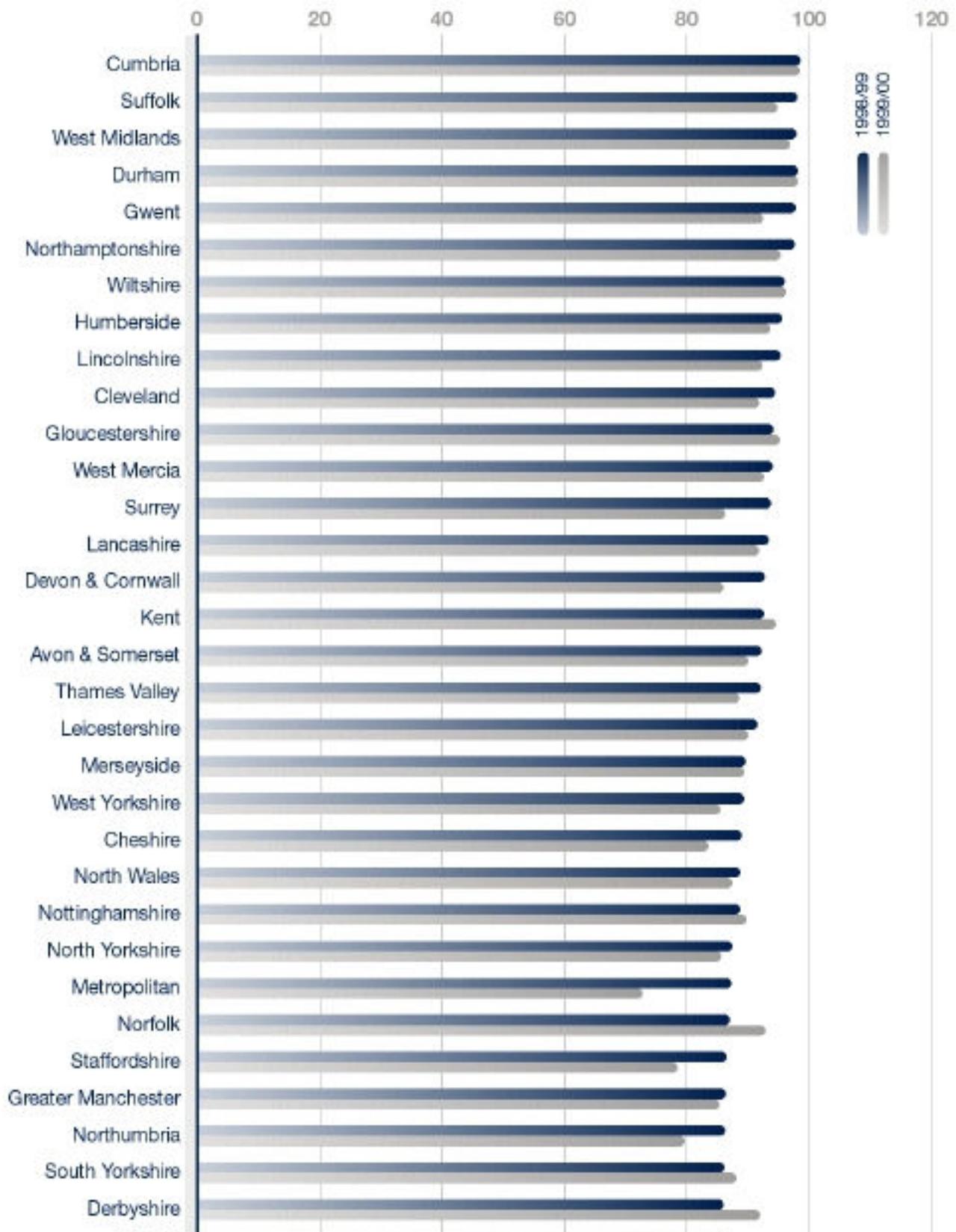


Figure 2

Percentage of 999 calls answered within target time



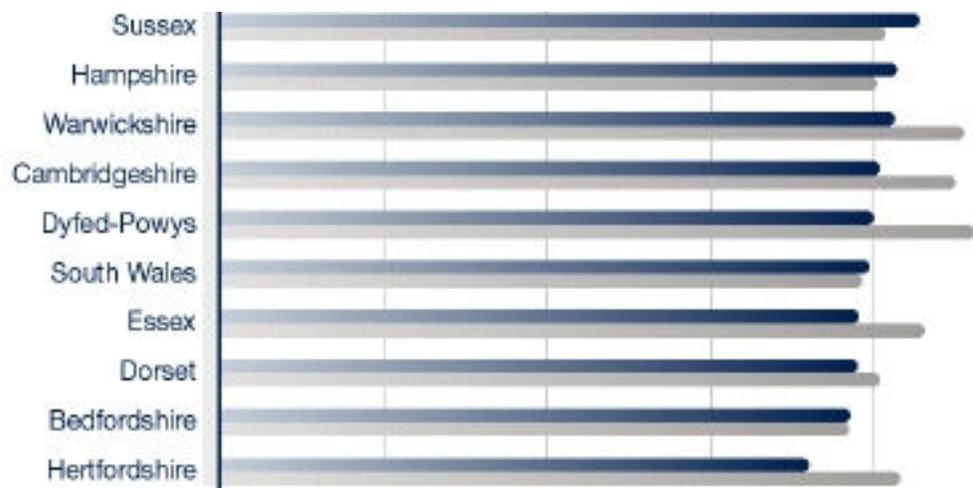
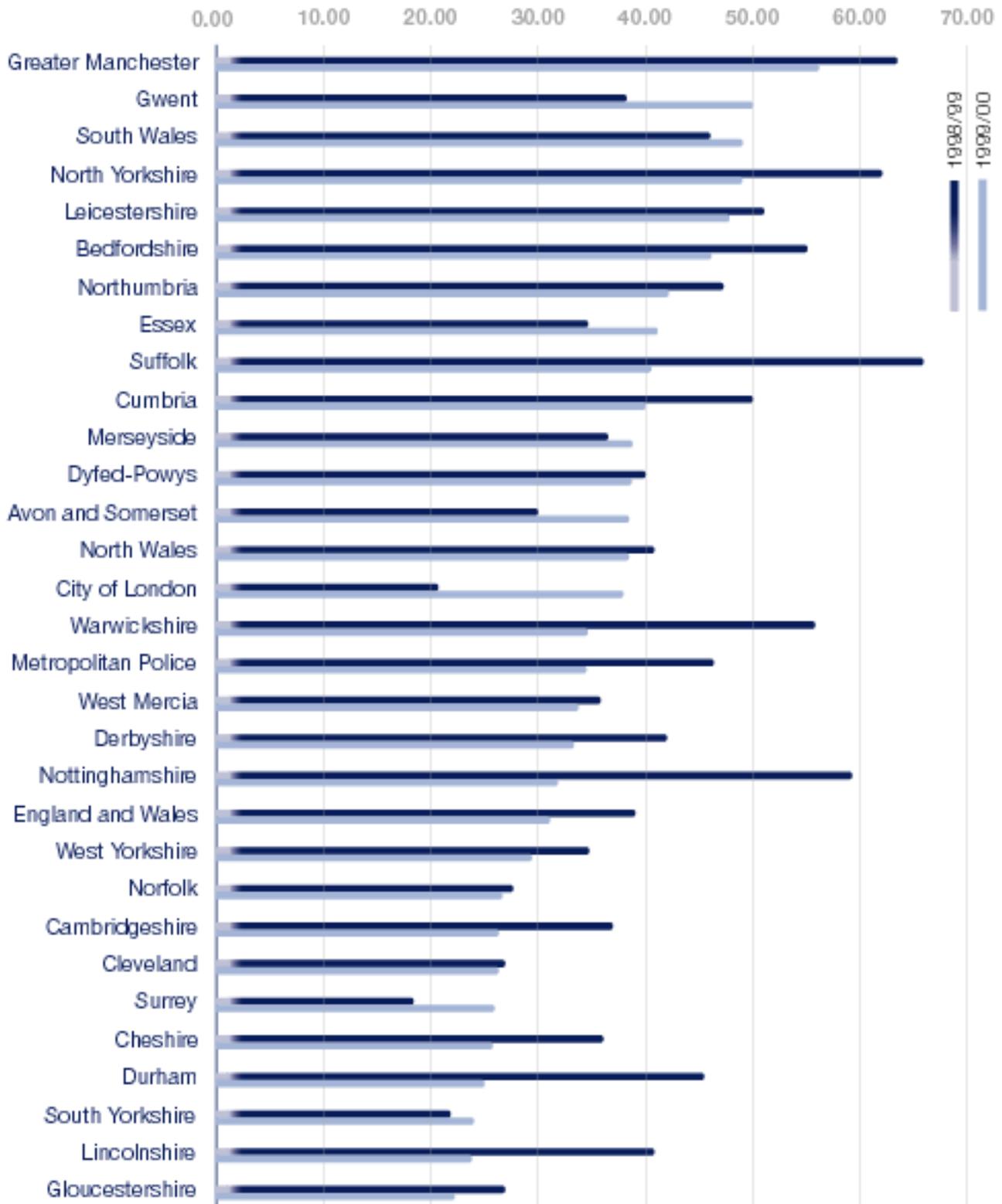


Figure 3

Percentage of police retirements that are for medical reasons



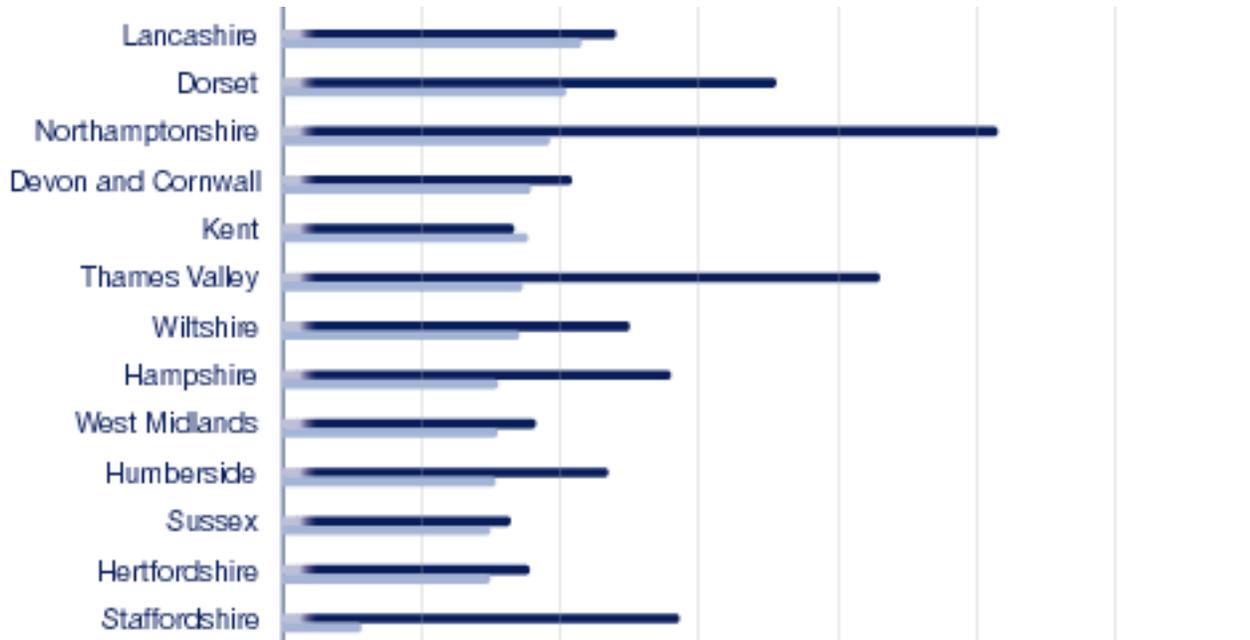


Figure 4

Total complaints recorded - England and Wales

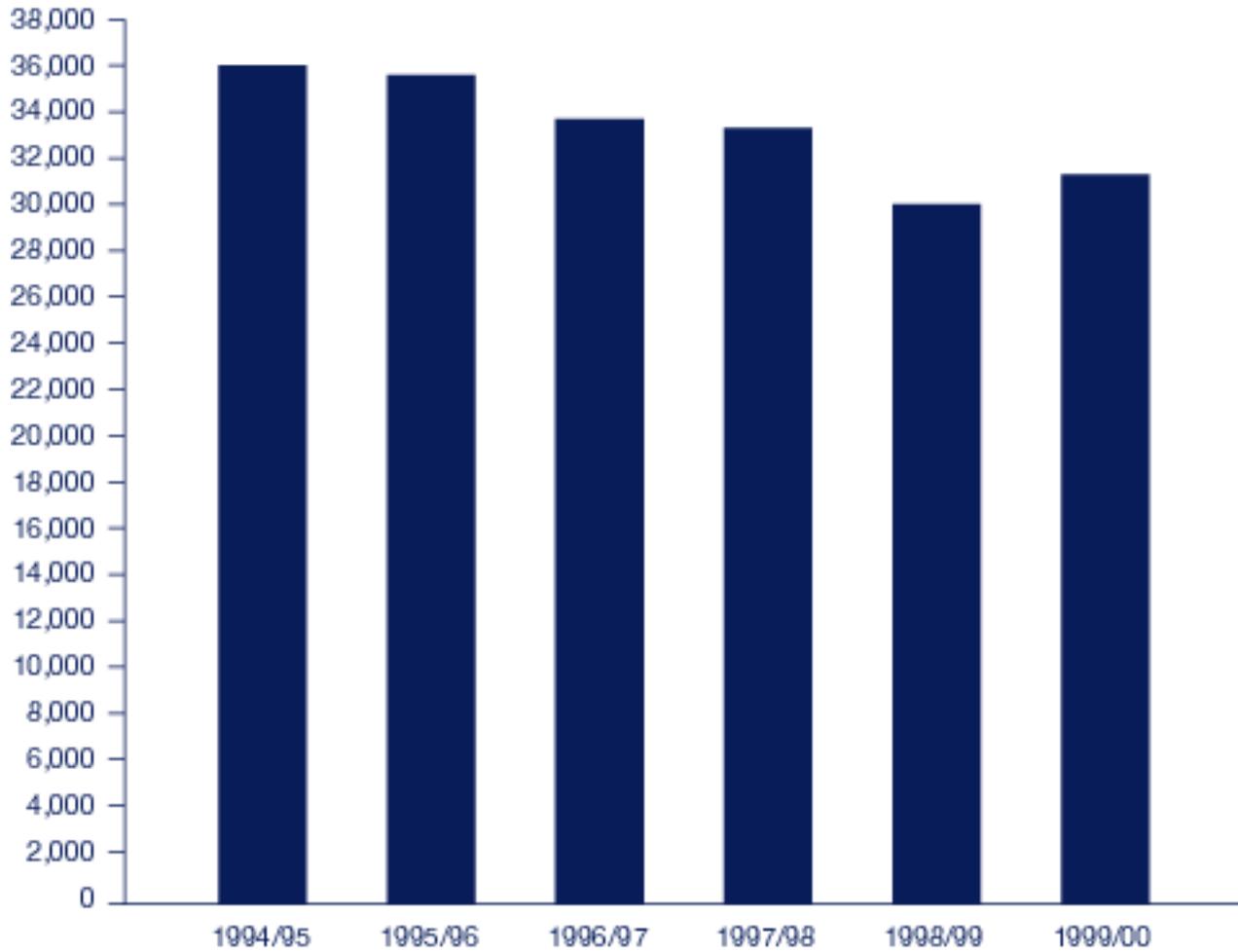
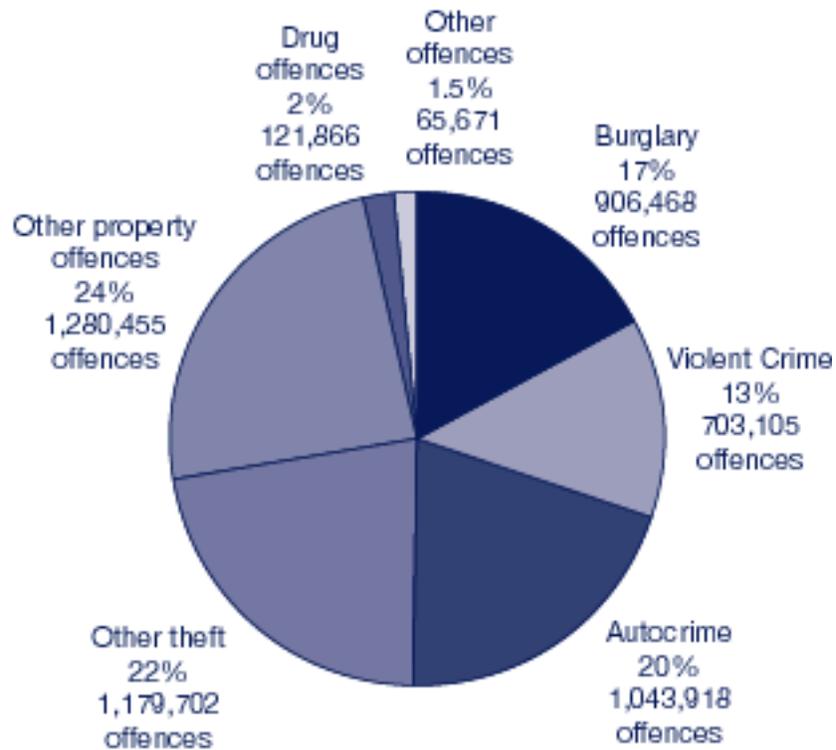


Figure 7

Notifiable offences recorded by the police 1999/2000



Source: Home Office Statistical Bulletin
Recorded Crime Statistics April 1999 to March 2000

Figure 8

Percentage change in recorded crime from 1998/99 to 1999/2000

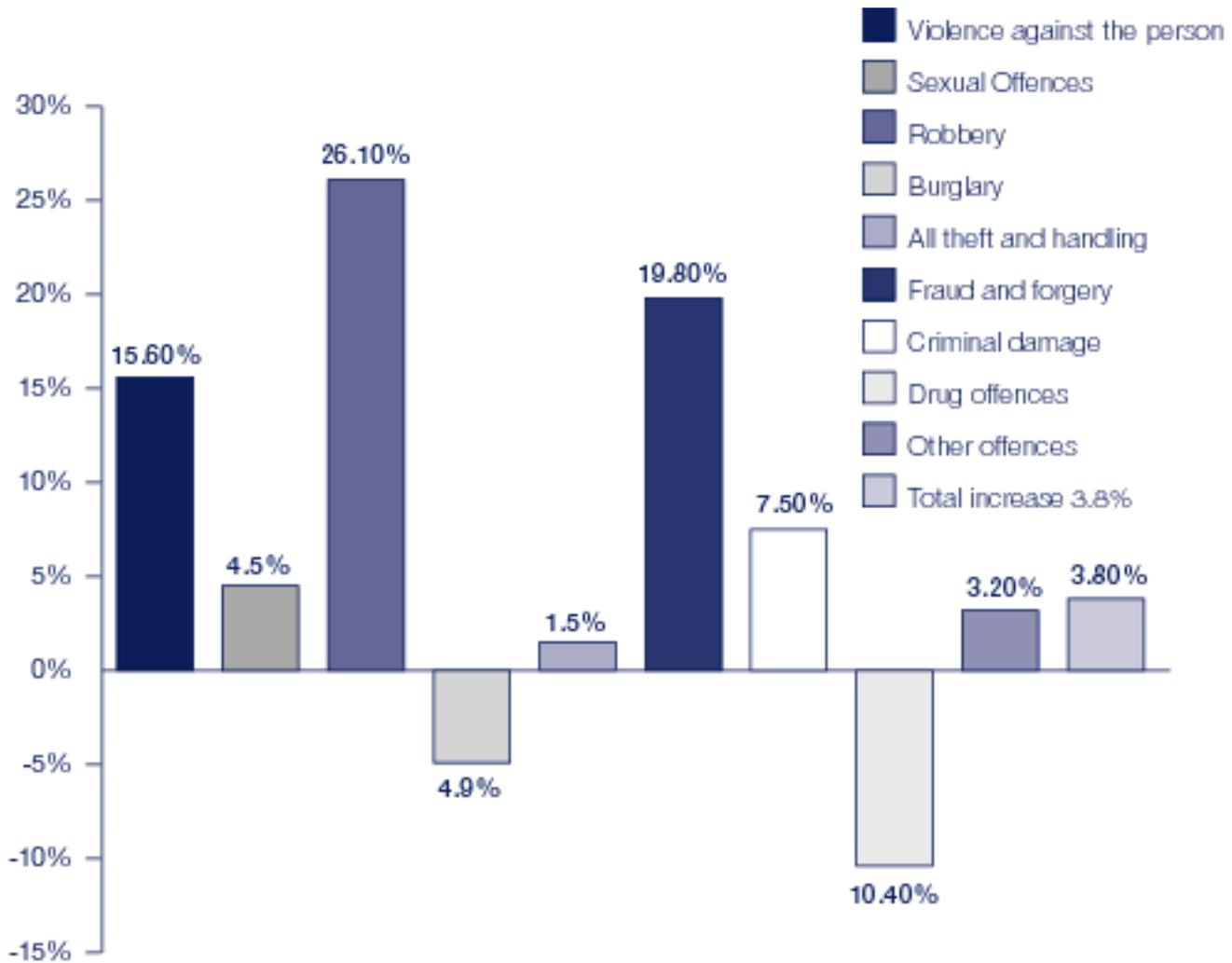
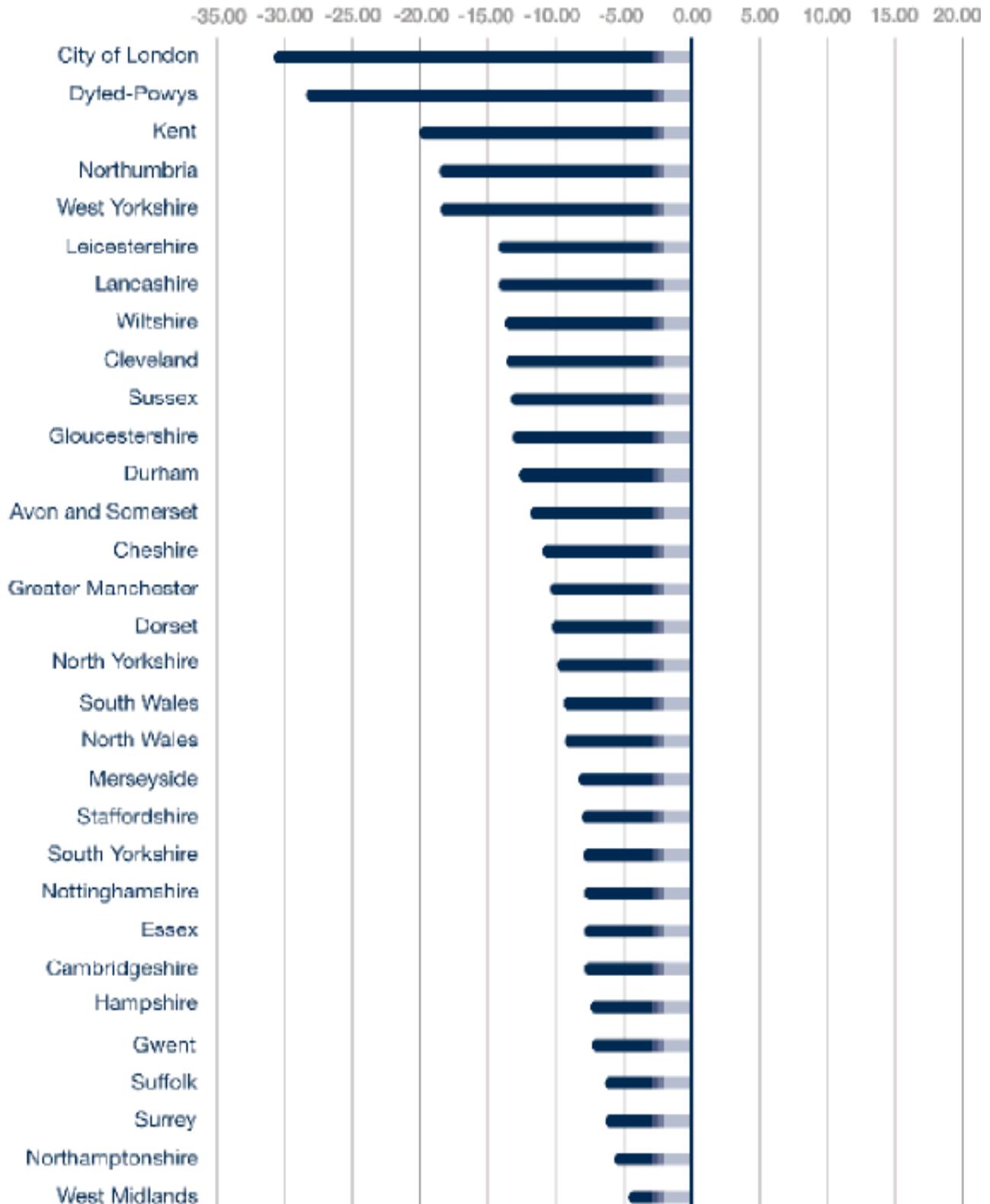
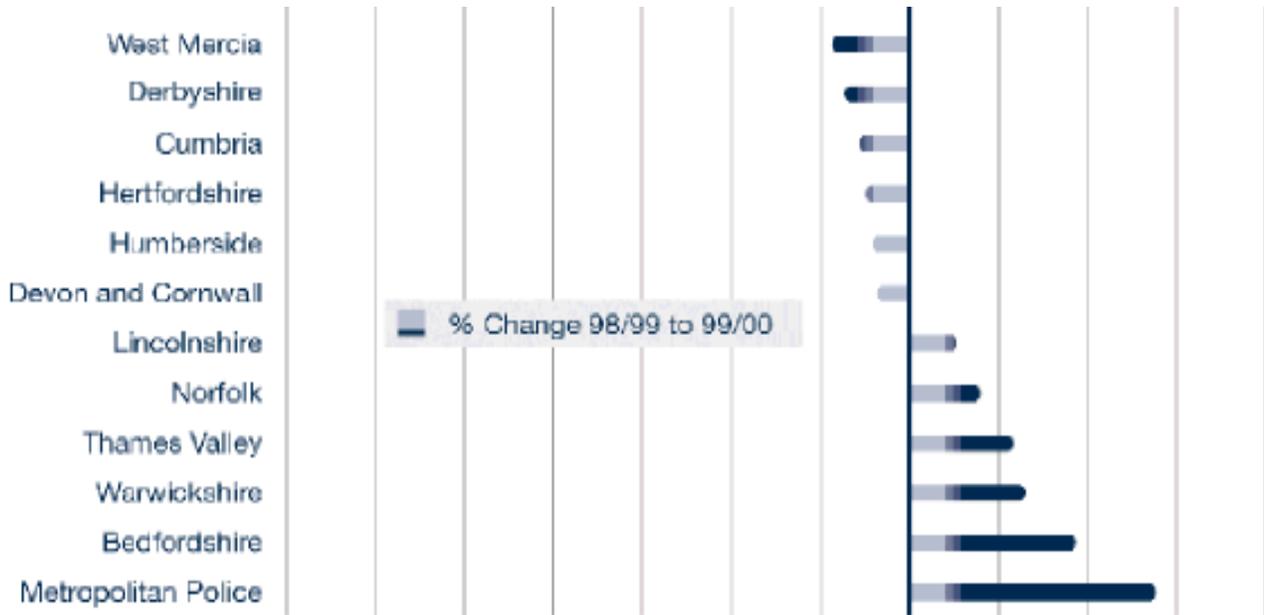


Figure 9

Percentage change in dwelling burglary per 1000 households 1998/99 to 1999/2000

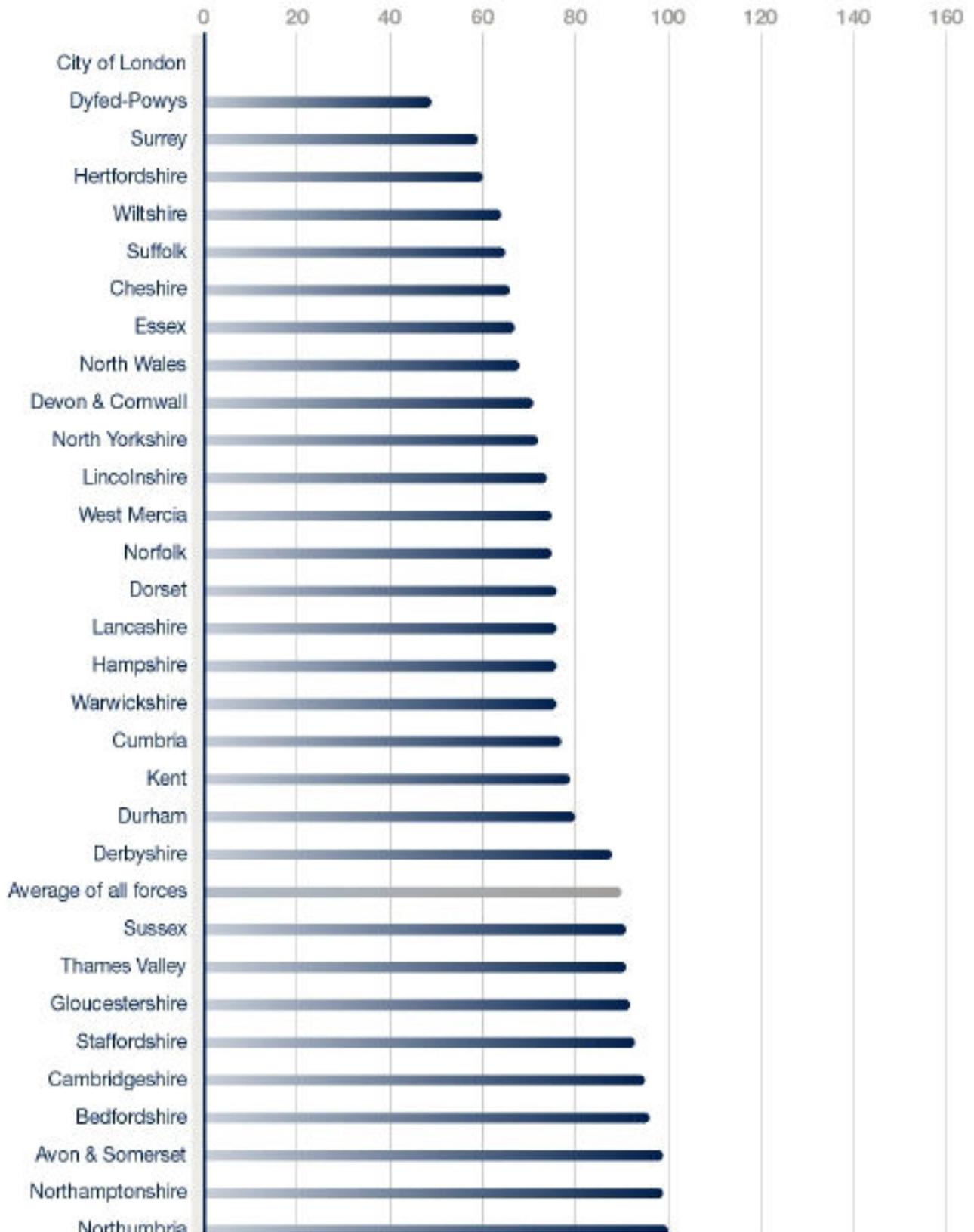




Based on population figures supplied by forces to HMIC.

Figure 10

Crime per 1000 population 1999/2000 showing average



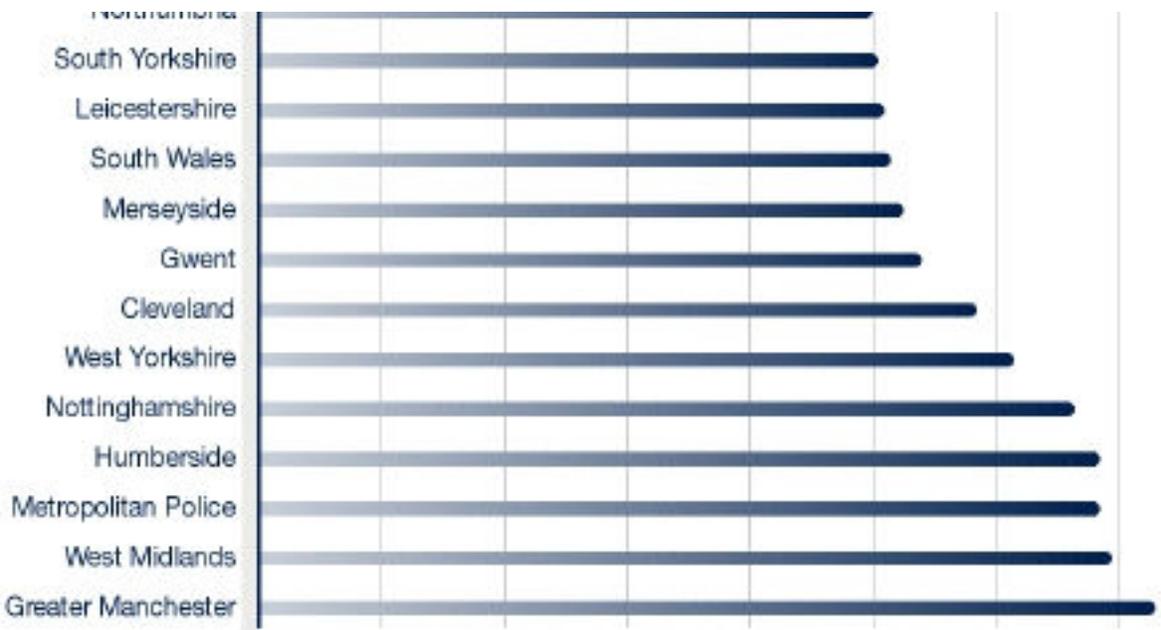
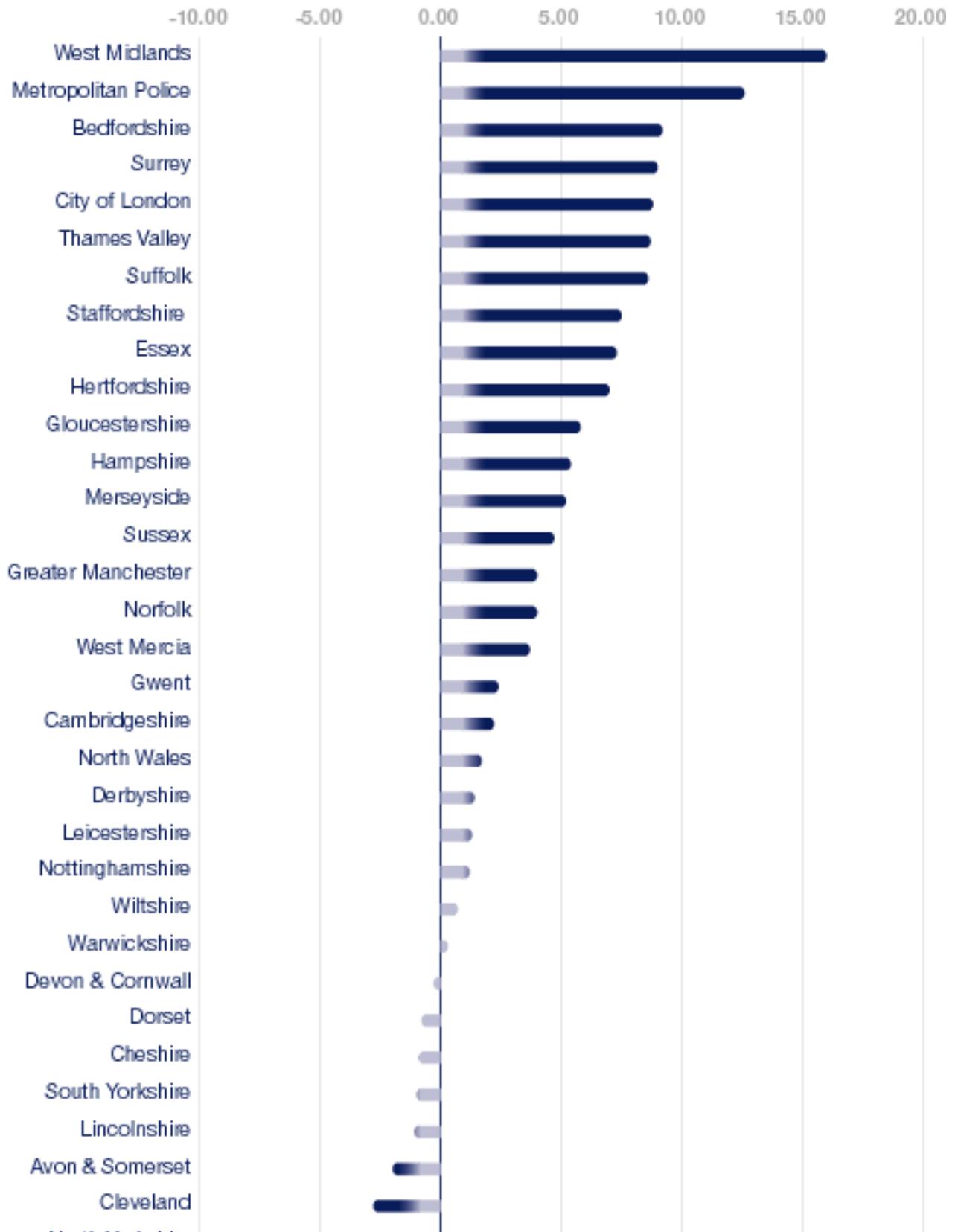
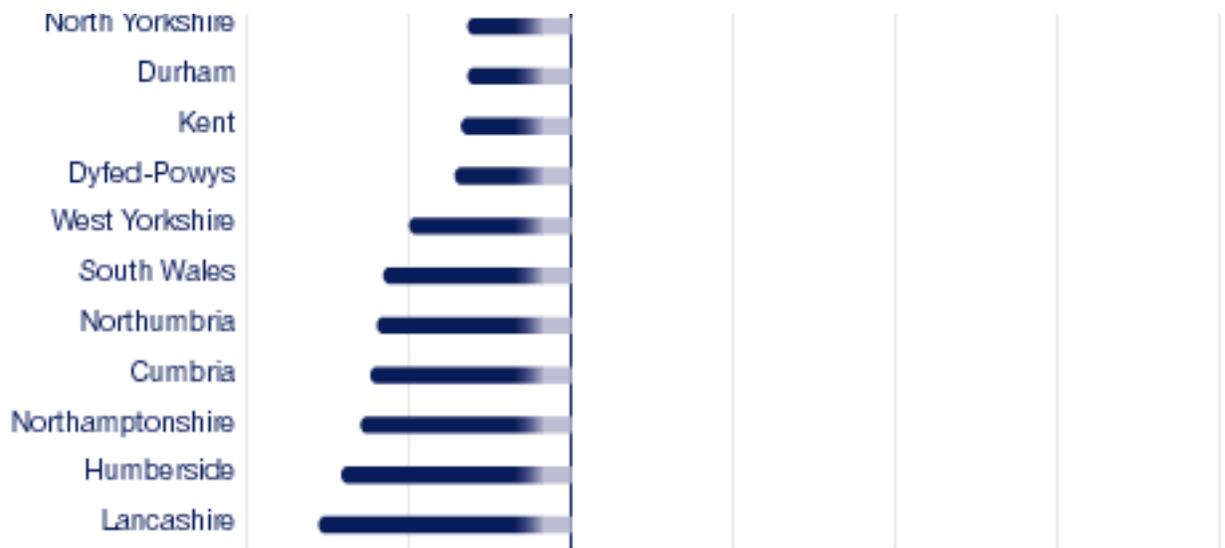


Figure 11

Percentage change in crime since 1998/99



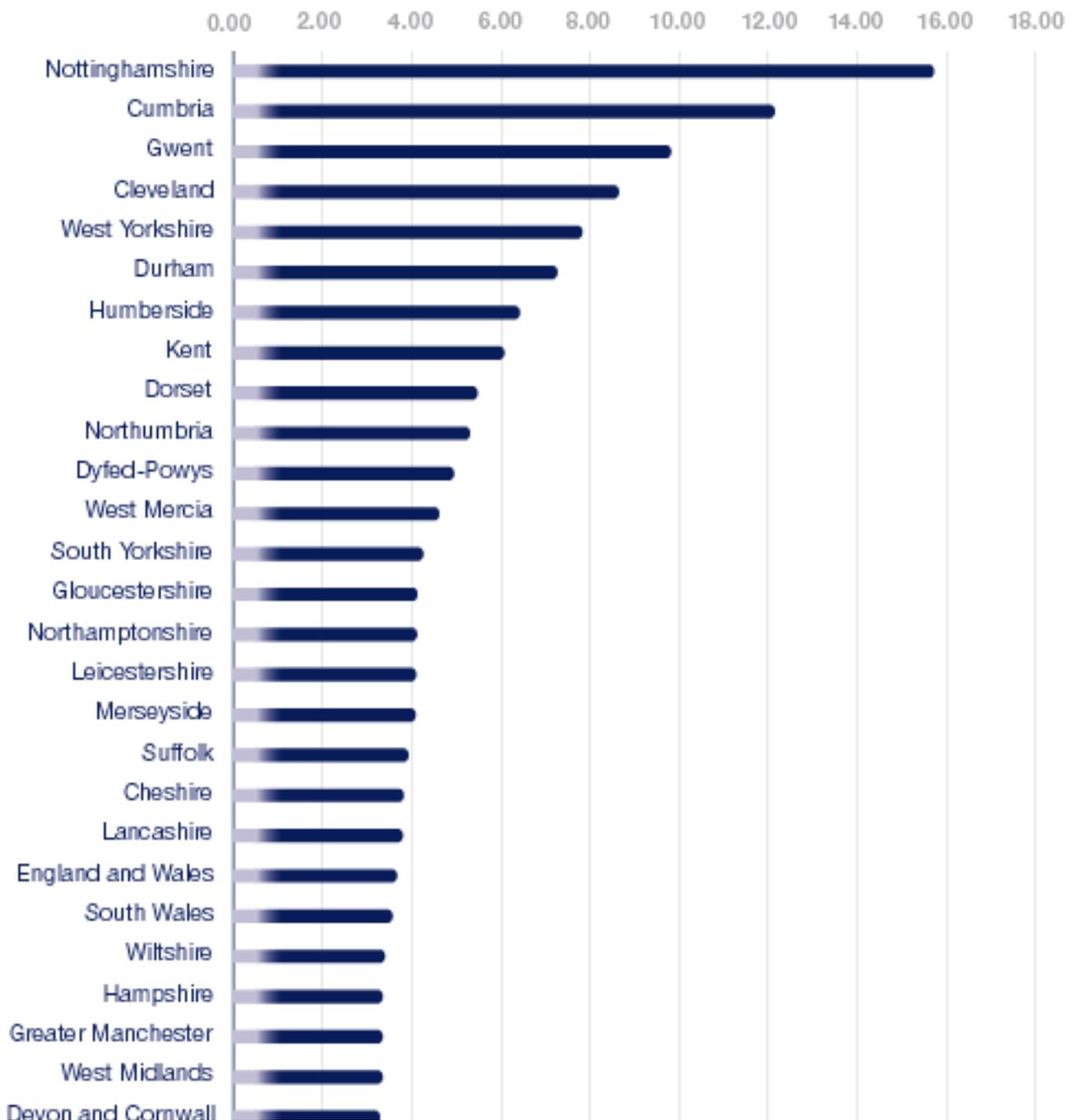


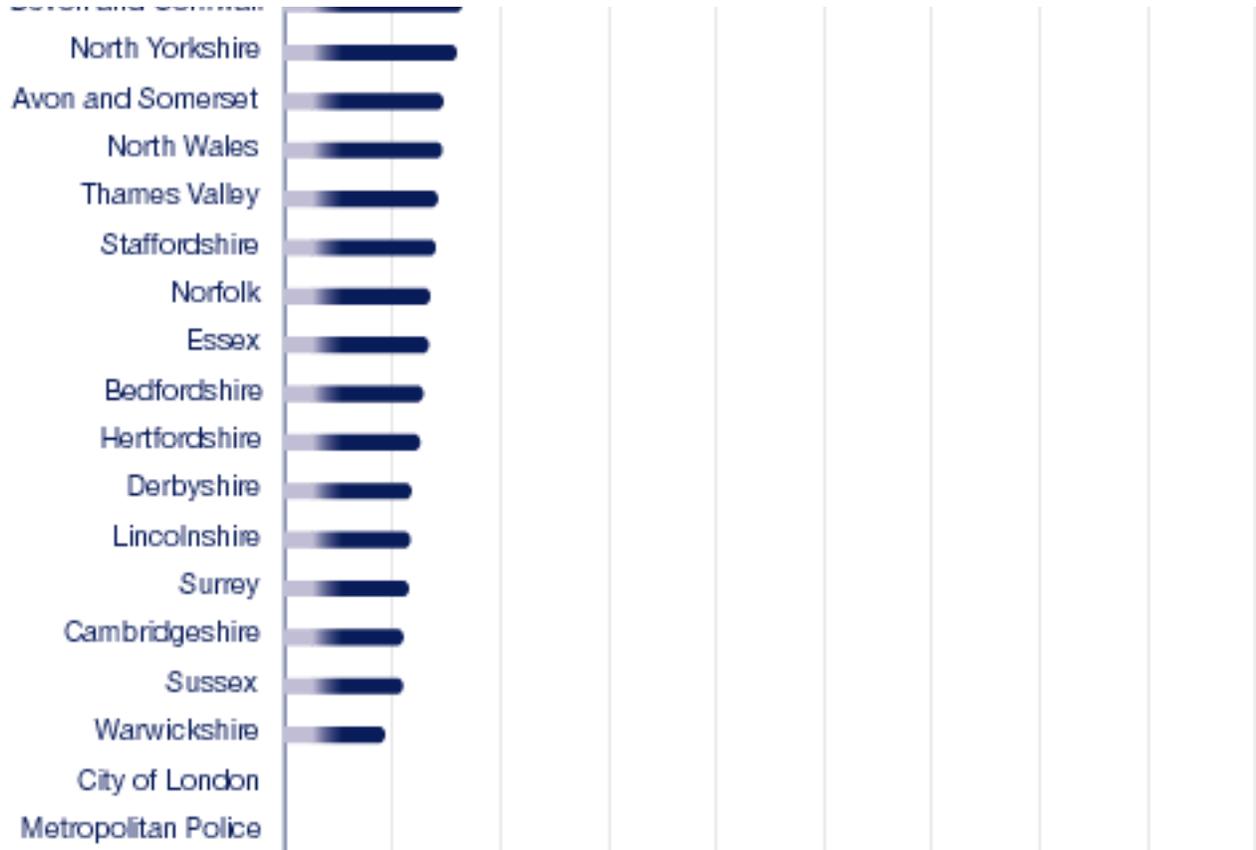
Key Performance Objective 3 - to target and reduce drug related crime in partnership with other local agencies

Figure 12

Number of arrests for supply or possession with intent to supply controlled drugs per 10,000 population 1999/2000

Percentage change in crime since 1998/99

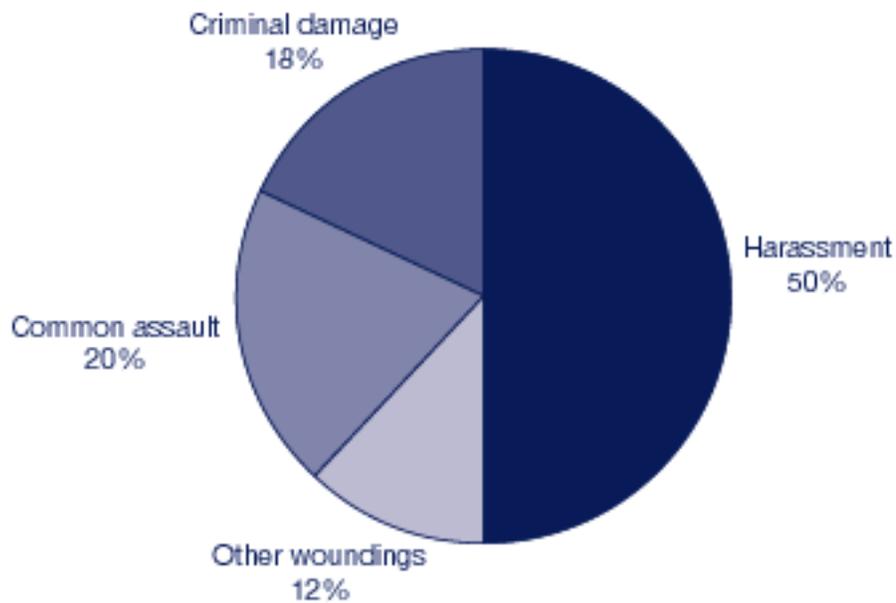




Key Objective 4 - to increase trust and confidence in policing amongst ethnic minority communities

Figure 13

Racially aggravated offences 1999/2000



Source: Home Office Statistical Bulletin, Recorded Crime Statistics April 1999 to March 2000.

Appendix 1

Table 1

Recorded and detected crime 1999/2000

<i>FORCES</i>	<i>Total Recorded Crime</i>	<i>% Total Crime Detected</i>	<i>Total Crime Per 1,000 Population</i>
Avon and Somerset	147,104	21.78	98.81
Bedfordshire	53,607	24.83	96.31
Cambridgeshire	68,722	25.31	95.47
Cheshire	64,528	30.81	65.56
City of London	7,775	32.13	25.66
Cleveland	65,185	21.62	117.18
Cumbria	37,729	39.31	76.55
Derbyshire	85,650	27.84	87.94
Devon and Cornwall	110,361	35.11	70.43
Dorset	52,332	25.77	75.66
Durham	48,796	32.20	80.29
Dyfed-Powys	23,709	65.00	49.95
Essex	102,777	29.68	67.03
Gloucestershire	50,993	30.50	91.50
Greater Manchester	377,086	23.46	146.30
Gwent	60,132	52.81	107.91
Hampshire	135,174	31.76	76.69
Hertfordshire	52,741	26.84	59.88
Humberside	121,442	18.56	137.52
Kent	124,918	32.83	79.34
Lancashire	108,866	29.26	76.30
Leicestershire	94,577	30.37	101.84
Lincolnshire	46,170	28.01	73.78
Merseyside	148,172	26.08	105.13
Metropolitan Police	1,052,047	15.80	136.92

Norfolk	59,387	30.42	74.64
Northamptonshire	61,240	32.57	99.45
Northumbria	142,279	30.51	99.82
North Wales	44,606	35.51	67.85
North Yorkshire	53,554	31.09	72.61
Nottinghamshire	136,875	21.46	132.67
South Wales	127,040	30.76	102.51
South Yorkshire	131,700	24.60	100.98
Staffordshire	98,852	22.48	93.01
Suffolk	43,355	35.91	64.60
Surrey	46,288	32.01	58.84
Sussex	136,566	24.86	91.11
Thames Valley	191,875	20.19	91.95
Warwickshire	38,593	22.46	76.17
West Mercia	84,797	28.66	74.62
West Midlands	364,887	27.21	138.84
West Yorkshire	260,237	25.07	123.14
Wiltshire	38,461	33.32	63.52
England and Wales	5,301,185	25.22	100.55

Table 3

Recorded violent crimes

<i>FORCES</i>	<i>1998/99</i>	<i>1999/00</i>	<i>% Change 98/99 to 99/00</i>	<i>Change 98/99 to 99/00</i>
Avon and Somerset	14,985	16,061	7.18	1,076
Bedfordshire	5,668	6,121	7.99	453
Cambridgeshire	6,213	7,056	13.57	843
Cheshire	7,623	6,645	-12.83	-978
City of London	570	595	4.39	25
Cleveland	4,237	4,278	0.97	41
Cumbria	5,901	5,456	-7.54	-445
Derbyshire	9,569	11,149	16.51	1,580
Devon and Cornwall	13,096	13,902	6.15	806
Dorset	3,325	4,034	21.32	709
Durham	5,370	5,884	9.57	514
Dyfed-Powys	5,039	5,839	15.88	800
Essex	9,443	11,480	21.57	2,037
Gloucestershire	3,847	4,854	26.18	1,007
Greater Manchester	45,615	51,076	11.97	5,461
Gwent	11,980	14,493	20.98	2,513
Hampshire	14,253	17,494	22.74	3,241
Hertfordshire	3,884	4,471	15.11	587
Humberside	10,947	10,752	-1.78	-195
Kent	14,045	14,683	4.54	638
Lancashire	12,189	11,615	-4.71	-574
Leicestershire	11,715	12,976	10.76	1,261
Lincolnshire	4,781	4,369	-8.62	-412
Merseyside	15,711	18,237	16.08	2,526

Metropolitan Police	165,981	202,386	21.93	36,405
Norfolk	6,189	7,094	14.62	905
Northamptonshire	5,995	5,896	-1.65	-99
Northumbria	14,767	15,935	7.91	1,168
North Wales	5,164	6,258	21.19	1,094
North Yorkshire	5,294	5,607	5.91	313
Nottinghamshire	14,312	16,384	14.48	2,072
South Wales	12,587	13,990	11.15	1,403
South Yorkshire	8,210	9,372	14.15	1,162
Staffordshire	11,188	14,640	30.85	3,452
Suffolk	4,365	5,915	35.51	1,550
Surrey	4,914	6,099	24.11	1,185
Sussex	16,613	18,947	14.05	2,334
Thames Valley	12,990	16,531	27.26	3,541
Warwickshire	2,427	2,581	6.35	154
West Mercia	7,964	9,157	14.98	1,193
West Midlands	40,319	55,026	36.48	14,707
West Yorkshire	21,529	22,632	5.12	1,103
Wiltshire	4,989	5,135	2.93	146
England and Wales	605,803	703,105	16.06	97,302

Table 4

Percentage of detected violent crime

<i>FORCES</i>	<i>1997/98</i>	<i>1998/99</i>	<i>1999/00</i>	<i>Change 96/97 to 99/00</i>	<i>Change 98/99 to 99/00</i>
Avon and Somerset	76.32	72.69	56.32	-18.92	-16.38
Bedfordshire	79.11	76.06	65.38	-2.75	-10.68
Cambridgeshire	77.32	75.00	75.24	-4.85	0.24
Cheshire	87.96	88.31	82.62	-5.06	-5.69
City of London	52.06	62.46	52.10	5.82	-10.36
Cleveland	59.35	57.89	56.94	-5.06	-0.95
Cumbria	85.55	90.75	87.21	0.49	-3.54
Derbyshire	79.09	80.53	76.05	-1.50	-4.48
Devon and Cornwall	87.80	84.84	88.93	9.57	4.09
Dorset	80.18	75.01	68.34	-11.71	-6.66
Durham	85.00	90.15	90.26	9.65	0.11
Dyfed-Powys	95.49	96.69	96.47	2.07	-0.21
Essex	73.00	72.86	78.64	8.69	5.78
Gloucestershire	68.67	77.41	80.10	7.74	2.69
Greater Manchester	54.08	64.41	61.48	6.50	-2.92
Gwent	94.67	90.08	93.50	-0.93	3.43
Hampshire	80.48	85.51	79.18	3.02	-6.34
Hertfordshire	75.89	83.70	73.74	-0.88	-9.96
Humberside	71.06	74.84	58.86	-12.98	-15.98
Kent	81.92	82.19	82.18	-1.15	0.00
Lancashire	67.59	78.00	74.09	-2.59	-3.92
Leicestershire	79.04	76.47	68.20	-2.76	-8.26
Lincolnshire	92.59	87.74	80.06	-6.43	-7.68
Merseyside	62.55	65.51	61.42	3.36	-4.10
Metropolitan Police	52.35	39.21	27.32	-21.39	-11.89
Norfolk	91.37	83.10	76.95	-4.43	-6.15

Northamptonshire	87.32	85.77	86.45	1.55	0.68
Northumbria	66.03	74.21	75.37	10.43	1.16
North Wales	87.86	91.56	89.31	0.91	-2.25
North Yorkshire	84.44	84.64	86.05	5.73	-1.41
Nottinghamshire	66.91	61.15	57.68	-20.34	-3.47
South Wales	81.43	82.02	86.00	6.99	3.98
South Yorkshire	76.99	79.06	77.26	7.05	-1.80
Staffordshire	83.41	78.00	54.79	-28.81	-23.21
Suffolk	87.15	84.10	80.74	-4.28	-3.36
Surrey	78.01	84.37	71.06	-2.11	-13.31
Sussex	75.82	65.85	65.43	-11.57	-0.42
Thames Valley	74.18	70.13	62.59	-10.60	-7.54
Warwickshire	80.52	82.41	72.88	-3.01	-9.53
West Mercia	72.86	81.37	77.04	-0.01	-4.32
West Midlands	58.67	66.89	64.46	17.57	-2.43
West Yorkshire	74.11	75.08	76.23	3.49	1.15
Wiltshire	82.46	85.59	79.69	-9.82	-5.90
England and Wales	68.97	65.62	58.89	-7.39	-6.73

Table 5**Total burglary dwelling recorded - percentage change**

<i>FORCES</i>	<i>1998/99</i>	<i>1999/00</i>	<i>% Change 98/99 to 99/00</i>	<i>Change 98/99 to 99/00</i>
Avon and Somerset	14,584	13,121	-10.03	-1,463
Bedfordshire	3,302	3,709	12.33	407
Cambridgeshire	5,628	5,259	-6.56	-369
Cheshire	5,925	5,379	-9.22	-546
City of London	39	27	-30.77	-12
Cleveland	8,875	7,717	-13.05	-1,158
Cumbria	2,298	2,222	-3.31	-76
Derbyshire	6,603	6,427	-2.67	-176
Devon and Cornwall	7,435	7,416	-0.26	-19
Dorset	3,828	3,524	-7.94	-304
Durham	4,597	4,044	-12.03	-553
Dyfed-Powys	973	696	-28.47	-277
Essex	6,331	5,868	-7.31	-463
Gloucestershire	4,866	4,160	-14.51	-706
Greater Manchester	45,739	40,953	-10.46	-4,786
Gwent	3,377	3,148	-6.78	-229
Hampshire	7,892	7,372	-6.59	-520
Hertfordshire	3,589	3,501	-2.45	-88
Humberside	13,496	13,040	-3.38	-456
Kent	10,179	8,177	-19.67	-2,002
Lancashire	12,189	10,561	-13.36	-1,628
Leicestershire	8,937	7,803	-12.69	-1,134
Lincolnshire	4,455	4,626	3.84	171
Merseyside	14,177	13,606	-4.03	-571
Metropolitan Police	75,797	79,504	4.89	3,707

Norfolk	3,711	3,956	6.60	245
Northamptonshire	5,110	4,907	-3.97	-203
Northumbria	15,334	12,539	-18.23	-2,795
North Wales	2,449	2,219	-9.39	-230
North Yorkshire	4,822	4,343	-9.93	-479
Nottinghamshire	13,697	12,612	-7.92	-1,085
South Wales	9,239	8,383	-9.27	-856
South Yorkshire	18,405	16,169	-12.15	-2,236
Staffordshire	9,974	9,073	-9.03	-901
Suffolk	2,464	2,332	-5.36	-132
Surrey	3,100	2,903	-6.35	-197
Sussex	11,026	9,596	-12.97	-1,430
Thames Valley	14,434	15,498	7.37	1,064
Warwickshire	2,887	3,189	10.46	302
West Mercia	5,867	5,668	-3.39	-199
West Midlands	37,323	35,583	-4.66	-1,740
West Yorkshire	35,952	29,623	-17.60	-6,329
Wiltshire	2,447	2,149	-12.18	-298
England and Wales	473,352	442,602	-6.50	-30,750

Table 6

Burglary dwelling

<i>FORCES</i>	<i>Total Burglary Dwelling Recorded</i>	<i>Number of burglary dwelling per 1,000 dwelling</i>	<i>Percentage of burglary dwellings detected</i>	<i>Number of burglary dwellings burgled within 12 months of first burglary</i>	<i>Number of burglary dwellings, less the number of repeat burglaries that cannot be checked</i>	<i>% Burglaries burgled in previous 12 mths</i>
Avon and Somerset	13,121	21.13	16.83	1,221.00	13,121	9%
Bedfordshire	3,709	16.34	13.80	256.00	3,453	7%
Cambridgeshire	5,259	17.88	24.72	551.00	5,259	10%
Cheshire	5,379	14.18	19.74	196.00	5,379	4%
City of London	27	5.88	7.41			
Cleveland	7,717	33.70	11.14	755.00	7,717	10%
Cumbria	2,222	10.95	22.28	53.00	2,169	2%
Derbyshire	6,427	15.67	15.95	733.00	6,547	11%
Devon and Cornwall	7,416	10.44	14.78	677.00	7,416	9%
Dorset	3,524	11.64	15.86	411.00	3,524	12%
Durham	4,044	15.98	15.45			
Dyfed-Powys	696	3.51	40.52	22.00	692	3%
Essex	5,868	9.88	20.81	247.00	4,625	5%
Gloucestershire	4,160	18.05	27.79	626.00	4,160	15%
Greater Manchester	40,953	38.69	9.47	5,895.00		
Gwent	3,148	13.45	40.06			
Hampshire	7,372	9.99	14.57	201.00	5,776	3%
Hertfordshire	3,501	9.78	17.42	158.00	3,501	5%
Humberside	13,040	38.10	10.33	1,749.00	13,040	13%
Kent	8,177	12.66	21.19	435.00	8,177	5%
Lancashire	10,561	18.05	16.08	862.00	10,561	8%
Leicestershire	7,803	20.59	15.43	770.00	7,803	10%

Lincolnshire	4,626	17.46	14.53	357.00	4,423	8%
Merseyside	13,606	23.62	14.71	1,139.00	13,606	8%
Metropolitan Police	79,504	26.01	9.38			
Norfolk	3,956	12.90	15.39	21.50	3,956	1%
Northamptonshire	4,907	19.71	22.52	366.00	4,926	7%
Northumbria	12,539	20.59	15.50	1,607.00	11,784	14%
North Wales	2,219	8.28	22.71	63.00	2,210	3%
North Yorkshire	4,343	15.91	12.53	313.00	4,030	8%
Nottinghamshire	12,612	31.60	12.65	3,171.00	12,612	25%
South Wales	8,383	18.00	21.14	542.00	8,383	6%
South Yorkshire	16,169	31.68	13.04			
Staffordshire	9,073	21.22	10.11	401.00	9,073	4%
Suffolk	2,332	8.09	23.71	72.00	2,332	3%
Surrey	2,903	9.80	16.88			
Sussex	9,596	14.72	18.17	622.00	9,596	6%
Thames Valley	15,498	19.11	15.47	1,744.00	15,498	11%
Warwickshire	3,189	15.26	15.99	233.00	3,189	7%
West Mercia	5,668	11.89	21.49	324.00	5,667	6%
West Midlands	35,583	34.41	15.79	4,380.00	35,583	12%
West Yorkshire	29,623	33.74	21.73	3,814.00	29,456	13%
Wiltshire	2,149	8.82	21.78	108.00	2,149	5%
England and Wales	442,602	17.89	14.88	35,095.50	291,393	12%

Table 7

Number of 999 calls answered within target and force targets

<i>FORCES</i>	<i>1995/96</i>	<i>1996/97</i>	<i>1997/98</i>	<i>1998/99</i>	<i>1999/00</i>	<i>Change 95/96 to 99/00</i>	<i>Change 97/98 to 99/00</i>	<i>1995/96</i>	<i>1996/97</i>
Avon and Somerset	91.31	86.19	85.61	92.26	90.12	-1.19	4.51	10.00	10.00
Bedfordshire	86.00	85.16	78.65	77.13	76.99	-9.01	-1.65	15.00	15.00
Cambridgeshire	79.76	81.66	81.52	80.72	89.92	10.15	8.40	12.00	12.00
Cheshire	93.96	91.98	89.85	89.00	83.55	-10.41	-6.30	15.00	15.00
City of London	Included in MPS								
Cleveland	95.80	91.49	94.67	94.51	91.91	-3.89	-2.76	15.00	10.00
Cumbria	99.10	99.06	98.44	98.60	98.47	-0.63	0.03	10.00	10.00
Derbyshire	87.84	90.25	93.90	86.09	91.96	4.13	-1.94	15.00	15.00
Devon and Cornwall	84.25	92.68	93.29	92.81	86.14	1.90	-7.15	10.00	10.00
Dorset	81.52	76.73	76.44	78.03	80.74	-0.77	4.30	10.00	10.00
Durham	97.60	97.49	96.62	97.91	98.18	0.57	1.56	10.00	10.00
Dyfed-Powys	96.31	N/A	91.73	80.00	92.32	-3.99	0.59	10.00	10.00
Essex	89.50	90.94	79.49	78.13	86.15	-3.35	6.67	10.00	10.00
Gloucestershire	85.70	92.53	96.92	94.24	95.28	9.58	-1.65	15.00	15.00
Greater Manchester	94.05	77.85	81.48	86.35	85.36	-8.69	3.88	15.00	15.00
Gwent	99.00	98.53	98.66	97.88	92.65	-6.35	-6.01	6.00	6.00
Hampshire	85.99	N/A	82.60	82.81	80.40	-5.59	-2.20	10.00	10.00
Hertfordshire	91.71	76.25	83.58	72.13	83.19	-8.52	-0.39	20.00	10.00
Humberside	79.76	77.25	86.05	95.68	93.69	13.93	7.64	15.00	15.00
Kent	88.87	92.39	92.03	92.66	94.64	5.77	2.61	10.00	10.00
Lancashire	93.20	96.00	95.22	93.44	91.93	-1.27	-3.29	10.00	10.00

Leicestershire	68.65	75.72	85.77	91.60	90.13	21.48	4.36	15.00	15.00
Lincolnshire	94.70	94.70	95.10	95.38	92.40	-2.30	-2.70	10.00	10.00
Merseyside	57.00	70.42	87.22	89.67	89.53	32.53	2.31	6.00	10.00
Metropolitan Police	88.52	90.35	90.89	87.39	71.45	-17.07	-19.44	15.00	15.00
Norfolk	86.09	72.79	69.74	87.15	92.98	6.89	23.24	10.00	10.00
Northamptonshire	94.86	96.59	97.26	97.84	95.37	0.51	-1.89	10.00	10.00
Northumbria	94.18	93.47	89.26	86.34	79.71	-14.47	-9.55	15.00	15.00
North Wales	83.87	82.20	85.56	88.77	87.51	3.64	1.95	10.00	10.00
North Yorkshire	78.11	81.76	86.80	87.50	85.69	7.57	-1.11	5.00	5.00
Nottinghamshire	91.86	89.82	87.62	88.77	89.75	-2.11	2.14	20.00	15.00
South Wales	79.69	83.62	80.75	79.53	78.63	-1.06	-2.12	10.00	10.00
South Yorkshire	79.52	77.70	76.75	86.20	88.24	8.72	11.49	20.00	20.00
Staffordshire	93.26	91.96	89.13	86.63	78.56	-14.70	-10.56	15.00	15.00
Suffolk	89.20	87.86	95.65	98.07	94.88	5.68	-0.78	10.00	10.00
Surrey	87.25	92.68	94.79	93.76	86.25	-0.99	-8.53	15.00	15.00
Sussex	91.10	92.95	88.73	85.63	81.42	-9.68	-7.31	10.00	10.00
Thames Valley	88.01	91.94	92.34	92.09	88.57	0.56	-3.77	10.00	10.00
Warwickshire	89.65	75.28	76.63	82.49	90.98	1.34	14.35	15.00	15.00
West Mercia	89.02	92.03	92.32	94.11	92.74	3.73	0.42	10.00	10.00
West Midlands	94.76	97.38	97.64	98.04	96.92	2.16	-0.72	15.00	15.00
West Yorkshire	78.17	77.19	89.21	89.52	85.56	7.39	-3.66	15.00	15.00
Wiltshire	92.92	88.27	88.94	96.01	96.27	3.36	7.34	15.00	15.00
England and Wales	87.30	84.34	88.66	88.60	83.79	-3.51	-4.87		

Table 8

Medical retirement - police

<i>FORCES</i>	<i>1996/97</i>			<i>1997/98</i>			<i>1998/99</i>	
	<i>Police Medical Retirements</i>	<i>Police Ordinary Retirements</i>	<i>% Medical Retirement police</i>	<i>Police Medical Retirements</i>	<i>Police Ordinary Retirements</i>	<i>% Medical Retirement police</i>	<i>Police Medical Retirements</i>	<i>Police Ordinary Retirements</i>
Avon and Somerset	66.00	100.00	39.76	66.00	57.00	53.66	24.00	56.00
Bedfordshire	15.00	23.00	39.47	23.00	23.00	50.00	27.00	22.00
Cambridgeshire	20.00	30.00	40.00	12.00	36.00	25.00	17.00	29.00
Cheshire	19.00	31.00	38.00	21.00	60.00	25.93	22.00	39.00
City of London	7.00	19.00	26.92	6.00	32.00	15.79	6.00	23.00
Cleveland	22.00	16.00	57.89	8.00	17.00	32.00	14.00	38.00
Cumbria	18.00	28.00	39.13	20.00	25.00	44.44	18.00	18.00
Derbyshire	39.00	28.00	58.21	51.00	27.00	65.38	21.00	29.00
Devon and Cornwall	21.00	93.00	18.42	22.00	88.00	20.00	20.00	76.00
Dorset	11.00	40.00	21.57	10.00	40.00	20.00	16.00	29.00
Durham	23.00	20.00	53.49	17.00	32.00	34.69	15.00	18.00
Dyfed-Powys	12.00	13.00	48.00	11.00	13.00	45.83	8.00	12.00
Essex	29.00	61.00	32.22	29.00	88.00	24.79	35.00	66.00
Gloucestershire	11.00	34.00	24.44	9.00	47.00	16.07	14.00	38.00
Greater Manchester	207.00	112.00	64.89	199.00	128.00	60.86	179.00	103.00
Gwent	28.00	22.00	56.00	15.00	17.00	46.88	13.00	21.00
Hampshire	21.00	79.00	21.00	30.00	70.00	30.00	26.00	67.00
Hertfordshire	10.00	44.00	18.52	17.00	35.00	32.69	8.00	37.00
Humberside	19.00	33.00	36.54	27.00	53.00	33.75	15.00	49.00
Kent	15.00	76.00	16.48	18.00	72.00	20.00	16.00	80.00
Lancashire	36.00	51.00	41.38	27.00	83.00	24.55	18.00	57.00

Leicestershire	29.00	23.00	55.77	25.00	34.00	42.37	24.00	23.0
Lincolnshire	11.00	36.00	23.40	28.00	30.00	48.28	20.00	29.0
Merseyside	167.00	50.00	76.96	80.00	71.00	52.98	42.00	73.0
Metropolitan Police	457.00	447.00	50.55	406.00	621.00	39.53	510.00	590.0
Norfolk	15.00	49.00	23.44	14.50	53.00	21.48	13.00	34.0
Northamptonshire	14.00	10.00	58.33	18.00	26.00	40.91	17.00	16.0
Northumbria	85.00	51.00	62.50	95.00	56.00	62.91	52.00	58.0
North Wales	33.00	27.00	55.00	11.00	29.00	27.50	20.00	29.0
North Yorkshire	39.00	12.00	76.47	22.00	23.00	48.89	18.00	11.0
Nottinghamshire	34.00	33.00	50.75	40.00	54.00	42.55	48.00	33.0
South Wales	43.00	76.00	36.13	69.00	71.00	49.29	64.00	75.0
South Yorkshire	33.00	41.00	44.59	29.00	64.00	31.18	19.00	68.0
Staffordshire	47.00	38.00	55.29	66.00	67.00	49.62	18.00	45.0
Suffolk	22.00	34.00	39.29	20.00	31.00	39.22	29.00	15.0
Surrey	24.00	34.00	41.38	10.00	63.00	13.70	9.00	40.0
Sussex	42.00	103.00	28.97	23.00	103.00	18.25	21.00	107.0
Thames Valley	55.00	70.00	44.00	40.00	83.00	32.52	40.00	53.0
Warwickshire	10.00	16.00	38.46	18.00	36.00	33.33	24.00	19.0
West Mercia	39.00	43.00	47.56	27.00	45.00	37.50	24.00	43.0
West Midlands	96.00	160.00	37.50	81.00	196.00	29.24	37.00	166.0
West Yorkshire	57.00	104.00	35.40	41.00	123.00	25.00	49.00	92.0
Wiltshire	11.00	56.00	16.42	9.00	38.00	19.15	12.00	36.0
England and Wales	2,012.00	2,466.00	44.93	1,810.50	2,960.00	37.95	1,642.00	2,562.0

Table 9

Medical retirement - civilian

<i>FORCES</i>	<i>1996/97</i>			<i>1997/98</i>			<i>1998/99</i>	
	<i>Medical Retirements</i>	<i>Ordinary Retirements</i>	<i>% Medical Retirement</i>	<i>Medical Retirements</i>	<i>Ordinary Retirements</i>	<i>% Medical Retirement</i>	<i>Medical Retirements</i>	<i>Ordinary Retirements</i>
Avon and Somerset	22.00	19.00	53.66	14.00	32.00	30.43	6.00	22.00
Bedfordshire	0.00	2.00	0.00	0.00	10.00	0.00	4.00	22.00
Cambridgeshire	3.00	9.00	25.00	7.00	8.00	46.67	1.00	0.00
Cheshire	12.00	9.00	57.14	4.00	5.00	44.44	11.00	10.00
City of London	0.00	15.00	0.00	0.00	15.00	0.00	4.00	9.00
Cleveland	7.00	4.00	63.64	6.00	6.00	50.00	6.00	6.00
Cumbria	0.00	1.00	0.00	7.00	4.00	63.64	3.00	5.00
Derbyshire	11.00	6.00	64.71	9.00	6.00	60.00	5.00	8.00
Devon and Cornwall	15.00	14.00	51.72	13.00	29.00	30.95	15.00	15.00
Dorset	3.00	6.00	33.33	12.00	8.00	60.00	9.00	19.00
Durham	6.00	5.00	54.55	9.00	2.00	81.82	4.00	5.00
Dyfed-Powys	4.00	1.00	80.00	3.00	2.00	60.00	0.00	0.00
Essex	12.00	13.00	48.00	12.00	20.00	37.50	15.00	11.00
Gloucestershire	4.00	2.00	66.67	4.00	2.00	66.67	4.00	1.00
Greater Manchester	68.00	12.00	85.00	66.00	20.00	76.74	58.00	19.00
Gwent	11.00	6.00	64.71	4.00	4.00	50.00	1.00	2.00
Hampshire	16.00	28.00	36.36	20.00	40.00	33.33	6.00	19.00
Hertfordshire	10.00	8.00	55.56	8.00	6.00	57.14	3.00	10.00
Humberside	7.00	6.00	53.85	9.00	6.00	60.00	4.00	9.00
Kent	4.00	20.00	16.67	9.00	6.00	60.00	7.00	18.00
Lancashire	21.00	26.00	44.68	16.00	8.00	66.67	10.00	15.00

Leicestershire	14.00	21.00	40.00	4.00	13.00	23.53	9.00	8.00
Lincolnshire	3.00	6.00	33.33	1.00	7.00	12.50	5.00	6.00
Merseyside	37.00	14.00	72.55	31.00	26.00	54.39	17.00	20.00
Metropolitan Police	126.00	276.00	31.34	126.00	295.00	29.93	130.00	311.00
Norfolk	5.00	6.00	45.45	7.00	7.00	50.00	9.00	10.00
Northamptonshire	4.00	4.00	50.00	6.00	9.00	40.00	4.00	10.00
Northumbria	31.00	19.00	62.00	8.00	23.00	25.81	5.00	4.00
North Wales	9.00	7.00	56.25	5.00	11.00	31.25	2.00	14.00
North Yorkshire	5.00	3.00	62.50	5.00	6.00	45.45	6.00	10.00
Nottinghamshire	17.00	17.00	50.00	7.00	7.00	50.00	20.00	8.00
South Wales	22.00	5.00	81.48	24.00	13.00	64.86	24.00	8.00
South Yorkshire	8.00	3.00	72.73	9.00	5.00	64.29	8.00	13.00
Staffordshire	15.00	4.00	78.95	13.00	6.00	68.42	8.00	6.00
Suffolk	7.00	12.00	36.84	6.00	5.00	54.55	7.00	5.00
Surrey	15.00	15.00	50.00	5.00	14.00	26.32	2.00	9.00
Sussex	24.00	31.00	43.64	10.00	22.00	31.25	9.00	32.00
Thames Valley	33.00	22.00	60.00	17.00	33.00	34.00	20.00	25.00
Warwickshire	2.00	4.00	33.33	6.00	7.00	46.15	4.00	10.00
West Mercia	23.00	18.00	56.10	13.00	17.00	43.33	11.00	8.00
West Midlands	60.00	25.00	70.59	191.00	45.00	80.93	14.00	35.00
West Yorkshire	35.00	41.00	46.05	32.00	44.00	42.11	23.00	53.00
Wiltshire	3.00	12.00	20.00	4.00	11.00	26.67	0.00	9.00
England and Wales	734.00	777.00	48.58	762.00	865.00	46.83	513.00	839.00

Table 10**Theft and handling**

<i>FORCES</i>	<i>1998/99</i>	<i>1999/00</i>	<i>% Change 98/99 to 99/00</i>	<i>Change 98/99 to 99/00</i>
Avon and Somerset	72,069	71,130	-1.30	-939
Bedfordshire	22,581	25,135	11.31	2,554
Cambridgeshire	31,953	32,072	0.37	119
Cheshire	26,925	27,150	0.84	225
City of London	4,263	4,640	8.84	377
Cleveland	31,755	30,278	-4.65	-1,477
Cumbria	16,504	14,687	-11.01	-1,817
Derbyshire	36,742	36,023	-1.96	-719
Devon and Cornwall	49,787	48,566	-2.45	-1,221
Dorset	23,993	23,658	-1.40	-335
Durham	20,323	19,835	-2.40	-488
Dyfed-Powys	7,702	7,374	-4.26	-328
Essex	44,368	45,238	1.96	870
Gloucestershire	23,468	23,639	0.73	171
Greater Manchester	145,090	146,094	0.69	1,004
Gwent	20,727	19,721	-4.85	-1,006
Hampshire	57,492	58,127	1.10	635
Hertfordshire	22,935	23,358	1.84	423
Humberside	57,889	51,561	-10.93	-6,328
Kent	57,314	52,325	-8.70	-4,989
Lancashire	49,952	44,459	-11	-5,493
Leicestershire	38,408	37,247	-3.02	-1,161
Lincolnshire	19,328	19,551	1.15	223
Merseyside	59,044	62,230	5.40	3,186
Metropolitan Police	383,665	426,235	11.10	42,570
Norfolk	25,690	25,660	-0.12	-30

Northamptonshire	28,994	26,159	-9.78	-2,835
Northumbria	62,314	58,175	-6.64	-4,139
North Wales	17,431	17,647	1.24	216
North Yorkshire	25,608	24,326	-5.01	-1,282
Nottinghamshire	59,864	60,570	1.18	706
South Wales	57,715	53,985	-6.46	-3,730
South Yorkshire	57,251	55,045	-3.85	-2,206
Staffordshire	37,917	38,723	2.13	806
Suffolk	17,097	17,422	1.90	325
Surrey	17,911	18,886	5.44	975
Sussex	57,601	59,196	2.77	1,595
Thames Valley	89,616	96,123	7.26	6,507
Warwickshire	17,655	17,326	-1.86	-329
West Mercia	36,420	36,339	-0.22	-81
West Midlands	125,962	140,305	11.39	14,343
West Yorkshire	115,328	110,654	-4.05	-4,674
Wiltshire	16,805	16,746	-0.35	-59
England and Wales	2,191,456	2,223,620	1.47	32,164

Table 11

Theft from a motor vehicle

<i>FORCES</i>	<i>1998/99</i>	<i>1999/00</i>	<i>% Change 98/99 to 99/00</i>	<i>Change 98/99 to 99/00</i>
Avon and Somerset	26,566	23,458	-11.70	-3,108
Bedfordshire	8,472	9,911	16.99	1,439
Cambridgeshire	9,299	8,847	-4.86	-452
Cheshire	7,492	7,582	1.20	90
City of London	363	399	9.92	36
Cleveland	9,594	8,628	-10.07	-966
Cumbria	4,895	4,041	-17.45	-854
Derbyshire	13,975	12,649	-9.49	-1,326
Devon and Cornwall	17,406	17,072	-1.92	-334
Dorset	9,335	8,429	-9.71	-906
Durham	5,711	5,521	-3.33	-190
Dyfed-Powys	1,497	1,335	-10.82	-162
Essex	14,864	13,255	-10.82	-1,609
Gloucestershire	8,563	7,713	-9.93	-850
Greater Manchester	45,887	45,439	-0.98	-448
Gwent	6,145	5,714	-7.01	-431
Hampshire	17,259	16,204	-6.11	-1,055
Hertfordshire	9,386	9,126	-2.77	-260
Humberside	17,295	15,068	-12.88	-2,227
Kent	18,959	14,217	-25.01	-4,742
Lancashire	16,122	14,308	-11.25	-1,814
Leicestershire	13,330	12,888	-3.32	-442
Lincolnshire	4,838	4,873	0.72	35
Merseyside	15,031	16,960	12.83	1,929
Metropolitan Police	103,611	112,206	8.30	8,595

Norfolk	7,733	7,445	-3.72	-288
Northamptonshire	9,616	8,334	-13.33	-1,282
Northumbria	16,918	15,804	-6.58	-1,114
North Wales	5,138	5,191	1.03	53
North Yorkshire	6,651	5,974	-10.18	-677
Nottinghamshire	18,447	17,681	-4.15	-766
South Wales	18,110	17,203	-5.01	-907
South Yorkshire	19,449	17,605	-9.48	-1,844
Staffordshire	12,311	11,598	-5.79	-713
Suffolk	4,553	4,759	4.52	206
Surrey	5,246	5,364	2.25	118
Sussex	18,258	17,419	-4.60	-839
Thames Valley	34,519	35,972	4.21	1,453
Warwickshire	6,333	6,102	-3.65	-231
West Mercia	11,303	11,053	-2.21	-250
West Midlands	39,752	43,801	10.19	4,049
West Yorkshire	40,452	37,101	-8.28	-3,351
Wiltshire	5,235	4,983	-4.81	-252
England and Wales	685,919	669,232	-2.43	-16,687

Table 12**Theft/Taking of a motor vehicle**

<i>FORCES</i>	<i>1998/99</i>	<i>1999/00</i>	<i>% Change 98/99 to 99/00</i>	<i>Change 98/99 to 99/00</i>
Avon and Somerset	11,257	10,953	-2.70	-304
Bedfordshire	4,280	4,531	5.86	251
Cambridgeshire	3,934	3,596	-8.59	-338
Cheshire	4,955	4,594	-7.29	-361
City of London	139	212	52.52	73
Cleveland	4,707	4,402	-6.48	-305
Cumbria	1,582	1,373	-13.21	-209
Derbyshire	6,298	5,472	-13.12	-826
Devon and Cornwall	4,864	4,366	-10.24	-498
Dorset	2,963	2,998	1.18	35
Durham	4,345	3,605	-17.03	-740
Dyfed-Powys	983	868	-11.70	-115
Essex	7,414	7,174	-3.24	-240
Gloucestershire	2,633	2,531	-3.87	-102
Greater Manchester	41,294	42,493	2.90	1,199
Gwent	3,601	3,393	-5.78	-208
Hampshire	7,166	7,159	-0.10	-7
Hertfordshire	3,934	3,452	-12.25	-482
Humberside	8,109	6,812	-15.99	-1,297
Kent	10,335	8,248	-20.19	-2,087
Lancashire	7,350	6,504	-11.51	-846
Leicestershire	7,210	6,052	-16.06	-1,158
Lincolnshire	2,106	1,998	-5.13	-108
Merseyside	15,306	16,775	9.60	1,469
Metropolitan Police	59,409	62,791	5.69	3,382

Norfolk	3,101	2,983	-3.81	-118
Northamptonshire	4,449	3,921	-11.87	-528
Northumbria	12,498	10,395	-16.83	-2,103
North Wales	2,116	2,310	9.17	194
North Yorkshire	2,990	2,622	-12.31	-368
Nottinghamshire	8,510	7,035	-17.33	-1,475
South Wales	18,571	15,850	-14.65	-2,721
South Yorkshire	13,855	11,918	-13.98	-1,937
Staffordshire	7,153	6,003	-16.08	-1,150
Suffolk	1,893	1,742	-7.98	-151
Surrey	1,861	2,091	12.36	230
Sussex	7,076	7,721	9.12	645
Thames Valley	14,528	14,492	-0.25	-36
Warwickshire	2,628	2,519	-4.15	-109
West Mercia	4,871	4,690	-3.72	-181
West Midlands	34,390	33,230	-3.37	-1,160
West Yorkshire	23,619	21,197	-10.25	-2,422
Wiltshire	1,524	1,615	5.97	91
England and Wales	391,807	374,686	-4.37	-17,121

Table 13**Criminal damage**

<i>FORCES</i>	<i>1998/99</i>	<i>1999/00</i>	<i>% Change 98/99 to 99/00</i>	<i>Change 98/99 to 99/00</i>
Avon and Somerset	20,605	20,519	-0.42	-86
Bedfordshire	7,893	8,048	1.96	155
Cambridgeshire	11,925	12,110	1.55	185
Cheshire	11,596	12,627	8.89	1,031
City of London	297	409	37.71	112
Cleveland	10,681	10,812	1.23	131
Cumbria	8,405	8,943	6.40	538
Derbyshire	14,316	15,207	6.22	891
Devon and Cornwall	17,722	18,490	4.33	768
Dorset	8,303	8,408	1.26	105
Durham	11,122	10,654	-4.21	-468
Dyfed-Powys	4,497	4,417	-1.78	-80
Essex	18,834	21,766	15.57	2,932
Gloucestershire	6,570	7,990	21.61	1,420
Greater Manchester	67,052	75,201	12.15	8,149
Gwent	11,690	12,253	4.82	563
Hampshire	25,100	28,125	12.05	3,025
Hertfordshire	10,177	11,560	13.59	1,383
Humberside	21,486	20,739	-3.48	-747
Kent	23,049	24,806	7.62	1,757
Lancashire	21,363	22,776	6.61	1,413
Leicestershire	15,143	16,889	11.53	1,746
Lincolnshire	7,728	8,391	8.58	663
Merseyside	27,465	30,822	12.22	3,357
Metropolitan Police	136,870	151,590	10.75	14,720

Norfolk	10,393	10,978	5.63	585
Northamptonshire	11,771	11,736	-0.30	-35
Northumbria	31,634	30,436	-3.79	-1,198
North Wales	9,652	10,102	4.66	450
North Yorkshire	8,372	8,617	2.93	245
Nottinghamshire	23,953	23,692	-1.09	-261
South Wales	30,227	28,154	-6.86	-2,073
South Yorkshire	24,198	25,305	4.57	1,107
Staffordshire	15,668	18,442	17.70	2,774
Suffolk	7,898	9,547	20.88	1,649
Surrey	7,576	8,602	13.54	1,026
Sussex	23,828	26,361	10.63	2,533
Thames Valley	26,006	28,630	10.09	2,624
Warwickshire	6,888	7,439	8	551
West Mercia	15,346	17,410	13.45	2,064
West Midlands	50,390	61,422	21.89	11,032
West Yorkshire	49,239	48,106	-2.30	-1,133
Wiltshire	6,644	7,151	7.63	507
England and Wales	879,572	945,682	7.52	66,110

Table 14**Net expenditure - cost per Police Officer**

<i>FORCES</i>	<i>Net Expenditure</i>	<i>Cost per 1000 Population</i>	<i>Cost per Staff Member (police and civilian)</i>	<i>Cost per Police Officer</i>
Avon and Somerset	169,963,000.00	114,168.74	38,377.80	57,927.78
Bedfordshire	63,307,000.00	113,733.05	41,459.77	61,568.31
Cambridgeshire	74,384,000.00	103,339.82	39,811.39	60,089.83
Cheshire	110,660,000.00	112,427.36	38,715.73	55,031.45
City of London	57,228,000.00	188,871.29	56,043.25	77,768.11
Cleveland	82,773,000.00	148,792.02	41,067.08	58,269.92
Cumbria	65,169,000.00	132,219.75	41,794.85	60,119.84
Derbyshire	105,392,000.00	108,205.34	39,414.20	59,312.29
Devon and Cornwall	175,222,279.00	111,820.22	40,727.30	61,673.45
Dorset	76,060,000.00	109,959.38	38,169.32	58,221.07
Durham	80,559,942.00	132,550.05	37,120.98	51,713.92
Dyfed-Powys	55,712,757.00	117,364.14	38,867.56	53,334.06
Essex	169,688,000.00	110,671.74	39,876.86	60,479.74
Gloucestershire	66,195,000.00	118,783.58	40,606.94	59,413.01
Greater Manchester	378,732,000.00	146,941.49	39,177.01	55,740.97
Gwent	71,176,000.00	127,732.50	39,732.05	56,319.04
Hampshire	196,786,000.00	111,651.63	40,032.96	57,548.18
Hertfordshire	103,696,000.00	117,732.14	38,485.61	58,697.73
Humberside	113,131,000.00	128,106.67	40,804.69	58,553.39
Kent	182,427,000.00	115,858.96	37,606.06	56,930.16
Lancashire	177,991,000.00	124,744.98	38,598.04	55,264.69
Leicestershire	105,913,000.00	114,044.36	36,975.63	53,131.84
Lincolnshire	68,975,000.00	110,228.78	41,749.89	61,855.44
Merseyside	245,093,000.00	173,902.40	43,386.97	59,999.76
Metropolitan Police	Currently Not Available			
Norfolk	86,578,000.00	108,821.02	41,772.65	62,674.10

North Wales	80,505,000.00	122,450.38	42,471.64	58,210.41
North Yorkshire	75,545,089.87	102,420.13	42,066.83	58,818.56
Northamptonshire	66,875,000.00	108,599.28	38,586.93	59,811.29
Northumbria	202,937,000.00	142,371.97	38,985.86	53,569.41
Nottinghamshire	128,100,000.00	124,165.57	39,164.73	57,585.97
South Wales	165,635,000.00	133,654.33	39,539.52	55,923.76
South Yorkshire	171,321,633.33	131,362.28	37,808.49	54,344.69
Staffordshire	127,650,109.00	120,112.00	41,837.41	58,833.07
Suffolk	69,607,752.95	103,722.65	39,195.76	60,766.26
Surrey	91,437,000.00	116,224.12	35,664.64	51,216.60
Sussex	161,341,000.00	107,639.60	38,080.63	57,393.24
Thames Valley	222,422,704.35	106,584.98	39,826.44	59,457.00
Warwickshire	54,830,000.00	108,209.77	42,369.21	60,949.31
West Mercia	116,218,000.00	102,274.69	39,430.68	61,494.26
West Midlands	372,475,000.00	141,722.47	36,872.51	51,628.66
West Yorkshire	283,569,000.00	134,183.03	39,732.24	58,800.02
Wiltshire	69,069,000.00	114,068.42	40,736.66	61,790.12
England and Wales	5,542,350,267.50	105,127.28	31,280.89	45,411.83

Table 15

Immediate response

<i>FORCES</i>	<i>Force Target Time (mins)</i>	<i>Urban Target Time (mins)</i>	<i>Rural Target Time (mins)</i>	<i>Other Target Time (mins)</i>	<i>% of Immediate Response Incidents Within Target</i>	<i>% of Urban Response Incidents Within Target</i>	<i>% of Rural Response Incidents Within Target</i>	<i>% of other Immediate Response Incidents In Target</i>
Avon and Somerset		10.00	20.00		81.11	77.60	90.40	
Bedfordshire		10.00	20.00		86.94	85.23	92.01	
Cambridgeshire		10.00	18.00		79.14	78.59	80.33	
Cheshire	15.00				82.88			
City of London	4.00				79.22			
Cleveland		10.00	20.00		89.67	89.51	92.43	
Cumbria		10.00	20.00		93.47	94.91	91.52	
Derbyshire		10.00	20.00	15.00	86.36	85.26	90.64	91.44
Devon and Cornwall		15.00	20.00		83.78	81.52	85.35	
Dorset		10.00	20.00		79.09	78.47	83.03	
Durham	10.00				91.43			
Dyfed-Powys	15.00				86.15			
Essex		10.00	20.00		78.14	75.41	85.47	
Gloucestershire		10.00	20.00		91.54	91.08	92.04	
Greater Manchester	10.00				84.18			
Gwent	20.00				94.27			
Hampshire	15.00				95.37			
Hertfordshire	15.00				86.44			
Humberside		15.00	20.00		86.08	86.31	84.90	
Kent		10.00	20.00	20.00	96.06	95.96	98.13	93.48
Lancashire	15.00				95.37			
Leicestershire	15.00				67.86			
Lincolnshire		10.00	20.00		108.52	85.49	86.66	

Merseyside	10.00			88.80			
Metropolitan Police	12.00			82.18			
Norfolk		10.00	15.00	79.73	82.59	75.26	
Northamptonshire		10.00	17.00	90.59	91.60	88.17	
Northumbria		10.00	20.00	93.49	93.37	95.20	
North Wales	20.00			84.90			
North Yorkshire		15.00	20.00	94.39	66.27	89.05	
Nottinghamshire	15.00			92.22			
South Wales	15.00			87.60			
South Yorkshire	10.00			78.67			
Staffordshire		10.00	20.00	90.30	89.98	92.05	
Suffolk	15.00			88.15			
Surrey	15.00			82.21			
Sussex							
Thames Valley	15.00			83.54			
Warwickshire		10.00	20.00	90.93	90.25	91.86	
West Mercia		10.00	20.00	90.48	90.47	90.50	
West Midlands		10.00	15.00	15.00	89.84	89.93	84.85
West Yorkshire	15.00			93.58			
Wiltshire		10.00	20.00	90.90	89.83	92.15	
England and Wales				83.92	86.26	87.97	91.83

