**HM Inspectorate of Constabulary
Northern Regional Office**

**Follow-up/Monitoring Visit to Durham South BCU
Durham Constabulary**

BCU Inspection conducted – April 2005

Follow-up Visit conducted – April 2006

Durham South BCU – Durham Constabulary

Date of Inspections	Inspection Teams	BCU Commanders	Date of final reports	Date of monitoring
Original Inspection April 2005	Chief Superintendent Kevin Mayhew Superintendent Graham Meadows Chief Inspector Jo Rogerson	Chief Superintendent Michael Banks	July 2005	April 2006
Revisit April 2006	Chief Superintendent Kevin Mayhew Superintendent Graham Meadows Chief Inspector Peter Jones	Chief Superintendent Peter Davis	April 2006	

1. Background

Durham South BCU is coterminous with the boundaries comprising Darlington Borough Council, Sedgefield Borough Council and the district councils of Wear Valley and Teesdale an area covering 1,759 square kilometres.

Policing in the BCU has therefore to take account of urban and rural factors, old and new towns, historic villages, remote settlements, central business areas, together with established and emerging retail and industrial parks. The resident population is 278,648 and the combined housing stock 124,100.

The BCU has a strength of 558 police officers, 159 police staff, 24 PCSOs and 31 special constables. Policing is based on the communities comprising Darlington, Newton Aycliffe, Spennymoor, Bishop Auckland, Crook, Barnard Castle and their surrounding areas. Each has a community inspector (two at Darlington) with responsibilities for identifying the policing priorities for their communities.

The south area policing plan for 2005/06 has been prepared in consultation with local strategic partnerships (LSPs), crime and disorder reduction partnerships (CDRPs) and police consultative groups. Community safety is the key theme with the following priorities identified:

- Burglary
- Violent Crime (including Domestic Violence and Hate Crime)
- Vehicle crime
- Rowdy Nuisance Behaviour.

2. Significant developments since the original inspection (e.g. boundary changes, changes to management team, increase/decrease in strength)

The BCU is going through a period of considerable change. The following staff changes are identified:

▪ **Senior Leadership Team**

There have been two changes in BCU Commander since the original inspection. Chief Superintendent Robin Trounson replaced Chief Superintendent Michael Banks on 1 June 2005 and Chief Superintendent Peter Davis replaced Chief Superintendent Trounson in December 2005.

In May 2005, Superintendent Andrew Summerbell became the operations manager and Chief Inspector David Orford was appointed the response manager.

Detective Chief Inspector Michael Nail became the crime manager in March 2006. Also at that time Acting Chief Inspector Adrian Green was appointed to the community justice manager role and he will remain in post until the anticipated arrival of a substantive appointment in late April 2006.

There has therefore been a complete change of all police officer post-holders within the Area Command Team since the original BCU inspection.

The area business manager completes the Area Command Team and the post holder remains unchanged.

The following is a summary of new systems/initiatives introduced in the South Area during 2005/06:

• **Web Storm (Command and Control)**

On the 14 December 2005 the Storm command and control system became live in the Force area.

The new system provides more detail regarding type and nature of a reported incident compared to the previous system and supports compliance with the National Standards of Incident Recording (NSIR), providing a clear audit trail from the moment a call is received until it has been finalised.

• **K2 Shift System**

From the 9 January 2006 a new shift system was introduced for response policing throughout the Force area. This necessitated the formation of five response teams rather than the traditional four-team structure. At peak times there is an overlap of staff enabling the provision of more officers at these times.

▪ **Computerised duty management system**

This was introduced from January, 2006 to assist with improved planning of police officer availability.

• **Quality Performance Unit**

The Durham South BCU quality performance unit (QPU) has been managed by an inspector since 9 January 2006 and is to be merged with the resourcing unit shortly. The emphasis of this unit is to collate performance information against

agreed BCU priorities as part of the accountability process. In addition, the combined quality performance and resourcing unit is to be responsible for contingency planning providing a link with headquarters and appropriate partner agencies. The QPU is currently reviewing business continuity plans and readiness to deal with critical incidents.

- **Crime Management Unit**

  A dedicated crime management unit (CMU), led by a detective inspector, has been established and a new crime recording system is to be introduced in September this year.

  Supervisory action plans have been introduced to improve the standard of crime reporting. It is intended that, once new software has been introduced, supervisors will have a greater responsibility for checking the quality of their officers' investigations before reports can be filed.

- **Hate Crime**

  Durham South BCU now has a designated hate crime sergeant and two police constables in post (as from January 2006). They liaise with external agencies such as the Race Equality Council, GAD, local councils and Durham County Council. Their role is to dip sample and monitor incidents ensuring they are crimed and investigated thoroughly. They conduct joint visits to repeat victims and support the victims and families and ensure that any funding required for target hardening is implemented.

  Operational officers have received guidance from the unit on dealing with hate crime.

3. Performance Summary

Durham South BCU is grouped with 14 other 'Most Similar' BCUs (MSBCUs):

Force	BCU
Cleveland	Langbaurgh
Gwent	Caerphilly & Blaenau
Cumbria	Workington and Whitehaven
Lancashire	Eastern
Lancashire	Pennine
Durham	**South Durham**
Gwent	Pontypool
Kent	South East Kent
Kent	Swale
West Yorkshire	Calderdale
South Yorkshire	Doncaster
Northamptonshire	Northern
Northumbria	Northumberland
South Wales	Neath and Port Talbot
South Wales	Bridgend

Crime Data - Crime Performance Table

The table below shows the crime performance data for the latest 12 month period (March 2005 to February 2006) for Durham South BCU:

Performance Indicator	Performance Mar 2004 to Feb 2005	Performance Mar 2005 to Feb 2006	% Change	MSBCU Group mean	The BCU's ranked position
Recorded crime per 1,000 population	84.42	98.42	17%	97.85	10
Recorded crime detection rate	29.1%	26.4%	-2.7 p.p.	30.9%	14
Domestic burglary per 1,000 households	8.42	9.86	17%	11.02	7
Domestic burglary detection rate	21.3%	17.1%	-4.2 p.p.	21.1%	11
Robberies per 1,000 population	0.32	0.63	98%	0.53	10
Robbery detection rate	17.2%	27.3%	10.1 p.p.	28.0%	10
Vehicle crimes per 1,000 population	10.40	12.56	21%	11.53	10
Vehicle crime detection rate	12.2%	7.9%	-4.3 p.p.	13.9%	15
Violent crimes per 1,000 population	13.15	19.64	49%	21.87	6
Violent crime detection rate	66.9%	52.0%	-14.9 p.p.	57.8%	13

NB: This data is not validated and therefore is only provisional.

The BCU is showing an increase in all crime areas. The most significant of these being robbery which has increased by 98%, and violent crime which has increased by 49%.

In comparison to the MSBCU mean figures, the numbers of domestic burglaries per 1,000 households and violent crimes per 1,000 population are lower than the MSBCU means (at 9.86 compared to 11.02 and 19.64 compared to 21.87 respectively). This places the BCU 7th for domestic burglary and 6th for robbery out of 15 in the group.

Detection levels are of concern with a 14.9 percentage point reduction in the detection rate for violent crime. This performance is also reflected in iQuanta trend data that displays a steady decline in the percentage of total crime detected and a worryingly widening gap with the trend line for the MSBCU average.

Detection rates for robbery demonstrates a 10.1 percentage point improvement on last year. However, robbery detection (at 27.3%) remains below the MSBCU mean (of 28%). All other detection rates are similarly below the MSBCU mean.

The amount of crime detected (as opposed to the percentage detected) has risen since the original inspection. This is demonstrated for "violent crime" and "all crime" in the table below.

	2004/05	2005/06	Increase
Violent crime number of detections	2433	2788	355
All Crime number of detections	6660	7099	439

These improvements are masked by the increased levels of crime and therefore lower detection rates, as identified above.

The Boston Box (on page 5) indicates the performance summary for Durham South BCU over the time period under consideration and shows performance against the MSBCU group:

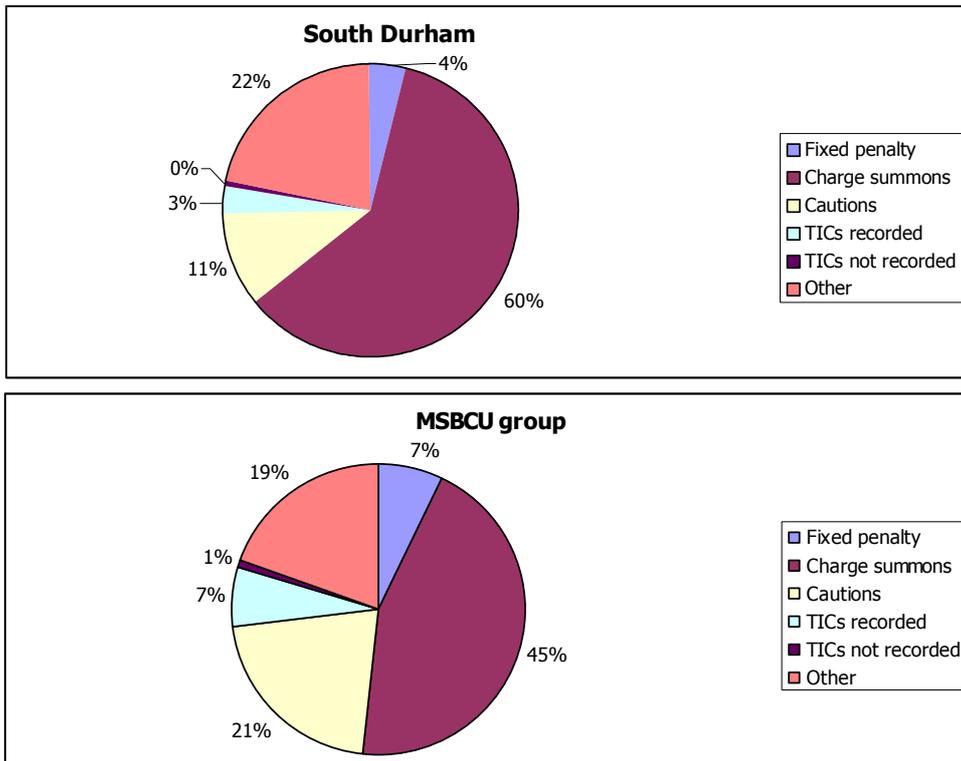| Good – Getting Better		Good – Getting Worse	
	↑	• Domestic Burglary per 1,000 households • Violent Crime per 1,000 population	↓
Poor – Getting Better		Poor – Getting Worse	
• % Robbery detcted	↑	• Total Crime per 1,000 population • % Total Crime detected • % Domestic Burglary detected • Robbery per 1,000 population • Vehicle Crime per 1,000 population • % Vehicle Crime detected • % Violent Crime detected	↓

Type of Detection Method

The table below shows the type of detection methods in Durham South BCU for the latest 12 month period (March 2005 to February 2006) compared to the MSBCU group:

	Number of Detects	No. of Fixed Penalties	Number of Charged/ Summons	Number of Cautions	Number of TIC (recorded)	Number of TIC (not recorded)	Number of Other Detects	% of Other Detects
Total Crime – SOUTH	7095	295	4238	757	218	35	1552	21.87%
Total Crime – MSBCU Ave	6105.27	434.93	2719.73	1299.67	408.80	51.67	1190.47	19.50%
Domestic Burglary – SOUTH	196	0	142	5	26	0	23	11.73%
Domestic Burg - MSBCU Ave	195.93	0.13	108.47	10.87	55.07	2.13	19.27	9.83%
Robbery – SOUTH	47	0	41	2	2	0	2	4.26%
Robbery – MSBCU Ave	29.80	0.00	23.93	2.00	0.53	0.00	3.33	11.19%
Vehicle Crime – SOUTH	271	0	181	13	39	0	38	14.02%
Vehicle Crime – MSBCU Ave	324.40	0.13	130.53	31.47	132.47	3.07	26.73	8.24%
Violent Crime – SOUTH	2784	109	1653	329	2	0	691	24.82%
Violent Crime – MSBCU Ave	2552.93	173.87	1047.13	582.20	2.80	0.73	746.20	29.23%

The BCU charges/summonses consistently more offenders than the MSBCU mean in all crime categories but tends to caution less, have fewer fixed penalty notices issued and has fewer TICs. As a consequence, Durham South is 12th out of the 15 BCUs in its group for sanction detection rate at 20.8% compared to 38.2% for the best performing BCU and 19.4% for the worst.

Pie charts showing the percentage of the types of detection method used for total crime can be seen below:

South Durham

- Fixed penalty
- Charge summons
- Cautions
- TICs recorded
- TICs not recorded
- Other

4%
22%
0%
3%
11%
60%

MSBCU group

- Fixed penalty
- Charge summons
- Cautions
- TICs recorded
- TICs not recorded
- Other

7%
19%
1%
7%
21%
45%

From the table and the pie charts it is apparent that Durham South BCU has a higher proportion of other detections for total crime than the MSBCU group mean, a higher proportion of charge/summons and a lower proportion of cautions.

Interestingly, robbery (where overall detections are improving) does not follow this trend and the percentage of detections that are admin (other) is lower than the MSBCU group mean.

3. Update on the Original Inspection Recommendations

Recommendation 1
That the BCU command team reviews the structures, roles and responsibilities in respect of core, community beat, community safety and CID staff to accommodate the new shift pattern (once agreed) and to ensure more effective and integrated working arrangements across the BCU.

Action taken by BCU	Measurable Impact
The new shift pattern (K2) has now been introduced A 'sub-NIM' process has been established. This is a problem solving NIM (National Intelligence Model) approach that follows the tactical tasking and co-ordinating group meeting. It involves all community sergeants, field intelligence officers, partners, licensing officer and a Fire Service representative. The process helps manage core and community beat actions (and to a more limited extent CID) in relation to specific operations. It has been introduced to all areas except Darlington where it will be introduced in the near future. This will ensure that there is greater integration across the disciplines once it has become established. At the strategic level, a structural review is being undertaken and a major strand of this work is integration of policing disciplines into a geographic policing model fully supporting community policing. This work is in its early stages and there is need for an implementation plan as soon as practicable including key milestones. The BCU Commander is rightly progressing this review in stages and fully appreciates the need to secure staff 'buy in'. Communication of the review to all staff and subsequently the final policing model is important, but there was no evidence of this currently being effective below the rank of inspector.	The introduction of the K2 shift pattern has been well received by staff and has been accepted as a positive step. It has also resulted in some rationalisation of core policing, particularly supervision, which is an improvement compared to arrangements at the time of the original inspection. The integrated tasking and joint operations are relatively new and there was no discernible improvement in joint working. The review has yet to be implemented and staff awareness below the rank of inspector was limited. There was therefore no measurable impact evidenced within the focus groups. There were some geographic areas within the BCU where integration of policing disciplines appears to be effective but at others, particularly Darlington and Spennymoor, there appears to have been little improvement. Joint briefings are not the normal practice across the BCU and comment was made by several operational members of staff that they rarely have the opportunity to interact effectively with colleagues. The housing of the community beat staff at Gladstone Street and access to CID in some areas appears to provide barriers that staff have difficulty overcoming.

Conclusion: There was evidence that the BCU Commander and superintendent were visible and attempting to break down barriers. The direction and purpose of the structural review is necessary and will clearly take the BCU forward. Similarly, the 'sub-NIM' tasking process offers considerable merit and will undoubtedly break down officers working in isolation of each other. However, these developments have not yet had time to deliver demonstrable improvement.

Recommendation 2
That the BCU command team reviews the custody arrangements, to ensure that appropriate working practices and procedures are implemented to support this crucial area of work.

Action taken by BCU	Measurable Impact
Attention has been focused on bail management following the introduction of the K2 shift pattern and this is now the responsibility of dedicated custody inspectors. The shift overlap period is allowing sergeants the opportunity to address outstanding bail attendance and this is forming a performance indicator in the performance review process. There is evidence that the number of people on bail is reducing.

However, there is an access issue at Darlington police station where there is only one terminal for staff to manage the bail process. A further terminal is to be provided during the roll-out of the NSPIS custody system planned for September, 2006.

A review of the custody facility against demand determined that Spennymoor prisoners should go to Bishop Auckland where police staff detention officers are employed. This improves the use of the BCU's facilities by more evenly distributing prisoners.

Bail management analysis has been completed and an action plan developed working with the CPS to try to best manage the disposal process.

Newton Aycliffe custody sergeants rarely work alone and an officer will be withdrawn from street duty if necessary to safeguard their welfare.

The original inspection raised concern that risk assessments of those coming into custody was not being properly considered. An IT solution has been established that demands the input of free text against each risk area and prevents closure of the file without this | Bail management is improved and the introduction of dedicated staff is a positive step. Use of the overlaps and the formulation of a joint action plan with the CPS will continue progress in this area.

The frequency of the Newton Aycliffe custody sergeant working alone has been reduced. Operational staff are drawn in to provide support on the infrequent occasions when this occurs.

Risk assessment has improved with the introduction of the IT system which more clearly demonstrates that the person inputting the information has considered all the risks. |

input.	

Conclusion: The BCU command team has addressed effectively all the issues raised in the original report. However, cell capacity, interview facilities and custody suite security are all issues adversely affecting the BCU. The current estate is not assisting the BCU's efforts to improve investigation and the management of those detained. In particular, three separate custody suites do not readily support the introduction of a prisoner processing unit. A number of BCUs across the country have found such a facility beneficial in the professional handling of detainees, improvements in file quality/timeliness and in helping to improve sanctioned detection rates.

Recommendation 3
That the BCU command team ensures that available management information is analysed on a regular basis to identify particular sickness absence problems or trends affecting the BCU and to implement necessary remedial action.

Action taken by BCU	Measurable Impact
The BCU Commander in conjunction with the BCU Commander Durham North has made representation to headquarters for a more sophisticated attendance policy to be produced to include incentives for good attendance. This is currently being drafted. The BCU Commander has ensured that management of the attendance policy forms an objective in all managers' performance development reviews (PDRs). The removal of an officer's ability to self-certify sickness has been removed by the BCU Commander for the first time. Until recently this could only be sanctioned by headquarters. Absence management information has not been accurate until recently. The BCU now uses the data to inform performance management meetings where it is a standing agenda item. Sickness absence is also discussed and assessed at the senior management team (SMT) meeting on a weekly basis. A Bradford formula score above 350 is used as a trigger for managers to examine further the causes of sickness and possible sanctions, e.g. preventing lateral movements, promotion or working Public Holiday overtime. Such sanctions can only be initiated by headquarters and there was no evidence of their use to date in Durham South BCU. The revised copy of the attendance policy has been circulated by the BCU Commander and he is clearly championing this across the BCU.	Staff stated that there was no recognition of good attendance. Some stated that there was an annual congratulatory letter sent to individuals by the command team several years ago, but that this has not been continued. The inclusion of sickness management as a PDR objective for managers focuses attention on this important area. The BCU rightly supports staff who are genuinely absent due to sickness in accordance with force policies. However, there is also need to ensure line managers appropriately challenge staff during return-to-work interviews to determine whether there are underlying reasons for such absence. The removal of the right to self-certification illustrates to staff a positive approach taken by the management team and this is welcomed by many of those interviewed. The inclusion of sickness management as a standing agenda item at performance management meetings is developing an analytical approach and is generating appropriate action plans. The improvements in data accuracy and accessibility through the new system are supporting this approach.

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Conclusion: Police officer sickness absence remains a significant issue within the BCU. It is ranked a disappointing 12th out of 15 in the MSBCU group. Following the original inspection (where concerns about the upward trend in sickness were emphasised) sickness continued to rise, peaked approximately three months ago and has started to fall (now down to the levels experienced at the time of the original inspection). It is felt that the measures now being taken by the command team are having an effect, but the inspection team feels that a more aggressive approach to the problem from headquarters is now needed to bring the Force and BCU in line with their most similar groups.

Police staff sickness in Durham South is excellent and the BCU is ranked 1st in its MSBCU group. Durham South experiences significantly lower levels of police staff sickness than either the Force or the MSBCU group mean, and the BCU is to be congratulated on this performance.

Recommendation 4	
That the BCU command team reviews the performance accountability processes across the BCU.	
Action taken by BCU	**Measurable Impact**
The creation of the quality performance unit and the production of a monthly performance pack are improvements. 'Locality' meetings are held between the chief inspector, geographic inspectors, detective inspector and community sergeants to consider geographic performance. In addition, there is a core meeting between the chief inspector (operations) and the response teams on a ten weekly basis to fit with the shift patterns. Every six weeks there is a joint response/neighbourhood management meeting with updates on performance. This meeting links to PDR. Staff PDR objectives link to BCU business plan objectives. A 'sub-NIM' process has been established. This is a problem solving NIM approach that follows the tactical tasking and co-ordinating group meeting. It involves all community sergeants, field intelligence officers, partners, licensing officer and a Fire Service representative. This process is intended to hold those present accountable through action plan monitoring. This operates in all areas except Darlington where it is to be mandated shortly.	The recently introduced performance management pack offers potential to be an effective tool for managers. There were some concerns raised about the accuracy of some information contained within the pack, and the command team should satisfy itself about the probity of the data. There is, however, a lack of performance data displayed in the buildings and very few staff are aware of BCU targets or current performance. Performance accountability processes are in place but their effectiveness below the rank of inspector is questionable. It was disappointing that staff were unaware of their own and BCU performance. Those CID staff interviewed during the Inspection were unaware of crime targets and detection rates. The sub-NIM processes offers considerable opportunities and the inspection team feels that this will take the BCU forward positively once embedded.

Conclusion: Police officer members of the BCU command team are all new in post (the longest serving in post at the time of the revisit being 11 months and the newest being 2 weeks). During the original inspection, the inspection team considered performance management below superintendent was ineffective. The performance regime now being established has potential to establish a performance culture within the BCU and it is clear that the two uniformed chief inspectors have taken forward proposals to make the necessary improvements. However, at the time of the revisit it was evident that the processes were too new to have impacted significantly at constable and sergeant levels. The newly appointed DCI must similarly drive the performance management regime within CID if the overall performance of the BCU is to improve.

Recommendation 5	
That the BCU Commander undertakes a comprehensive review of intelligence-led policing structures, processes, priorities and equipment to maximise the effectiveness of National Intelligence Model products (including briefing).	

Action taken by BCU	Measurable Impact
A comprehensive review of the intelligence unit has been completed resulting in 26 recommendations, the vast majority of which have been actioned. There is an improved focus within the intelligence unit and some extra capacity has been secured. In addition, all staff within the unit have received training. The control strategy has been rationalised and this is helping to better focus resources on priority products.	All recommendation from the review were considered by the command team and the majority of actions progressed. Additionally, the rationalisation of the control strategy is a positive step. There remains a belief amongst staff, including members of the SMT, that the intelligence function is not driving the business of the BCU, although improved. There is evidence of tasking taking place outside the tactical tasking and co-ordinating group process. Action updates/accountability could be stronger particularly in respect of action managers' performance (inspectors). Concern was raised during the revisit that action managers are not utilising the BCU's pro-active unit to the extent that they could, and this represents a wasted opportunity.
A target has been set to turn around necessary intelligence packages within 72 hours and activity is better focused on control strategy areas.	There are still a high number of outstanding intelligence products. This was identified as a problem by staff within the focus groups.
In respect of briefings, at the time of the original inspection twelve sites were serviced through bespoke packages and this was putting considerable pressures on the intelligence unit staff. These packages have been rationalised to three CDRP areas. There is a hot-briefing process that is valued by some (but not all) staff.	Briefings have improved since the original inspection, although there was still outdated material and some unnecessary items included. The hot brief provides an opportunity to capture information for staff, but the need to have three files (Core/CID/Neighbourhood) is not considered necessary and slows down the briefing process (or worse the information is ignored).
At the time of the original inspection 7,000 outstanding items requiring weeding for data protection compliance were identified. The Force issued a directive to stop all weeding until further national direction is available. A headquarters working group is being formed to deal with this matter and Durham South's detective inspector intelligence unit is to be part of that group.	The number of outstanding items has grown to 25,000 and this represents a significant and growing problem for the BCU/Force.

Conclusion: A considerable amount of work has been undertaken in this area, but there is clearly more to be done. The inspection team was concerned that staff morale within the intelligence unit was not high as they did not feel that their work was valued across the BCU. That said, staff acknowledged the efforts of the detective inspector in charge of the unit and felt that he was supportive. The BCU Commander has identified the work necessary to develop proactivity across the BCU and sees the new geographic policing structure, once finalised, as a way to help drive forward accountability and proactivity. The inspection team has confidence that this is an area that will experience considerable further improvement as the BCU Commander has greater opportunity to take it forward (he had only been in post for three months at the time of the revisit).

Recommendation 6
That the BCU command team develops an integrated detection strategy to draw together all elements of this important area of policing and ensure that every opportunity is taken to maximise the BCU's capacity toward improved investigation.

Action taken by BCU	Measurable Impact
Elements of the detection strategy have been addressed e.g. converter usage by another (pioneering) force has been researched, a draft TIC policy has been developed and Fixed Penalty Notice usage has been researched. An action plan following Closing the Justice Gap proposals is being developed. The Assistant Chief Constable informs the inspection team that a Force Detection Strategy based on the Area OBTJ action plan is also being developed.	Elements of a detection strategy have been completed but not linked into a comprehensive format. A full review of all aspects of managing crimes and offenders, to maximise detections, from the initial call to final disposal, has not been completed and such work would undoubtedly assist BCU performance. Quality standards for scene attendance have not been established and staff within focus groups expressed concern that there was no structured approach to determine who is responsible for initial crime scene attendance/investigation. It was evident during the revisit that converter performance was not subject to effective analysis to ensure that best use is made of good practice.
A crime recording quality performance process has been initiated and improvements against national crime recording standards is evident (although there is still some under-recording in a number of areas).	The quality of modus operandi completed on crime reports is poor. The quality checking process does not currently pay sufficient attention to this key aspect of crime recording. Unless M.O.s are sufficiently accurate and detailed, analysis of crime in support of converter interviews is unlikely to assist the BCU's efforts to increase detection rates. There remains a high number of disposals by charge/summons and few cautions, TICs and fixed penalty notices issued. This could represent a lost opportunity to increase sanctioned detection rates or could be an indication that more bureaucratic disposal processes are being used than is necessary, placing high workloads on custody staff. There was no real knowledge of this issue as analysis had not been undertaken.

Conclusion: The inspection team is of the opinion that there remains work to be undertaken if the BCU is to make significant improvements to its detection performance. There are recent signs that some improvements have been made but not in key crime areas, particularly domestic burglary. A substantive DCI has just been appointed following a period of an acting chief inspector holding this post. The DCI has been tasked with taking this recommendation forward.

5. Overall Conclusions

Progress has been made in respect of all recommendations, but at the time of the revisit there was insufficient evidence of demonstrable improvements in a number of areas.

The performance of the BCU in key crime areas is generally poor, particularly in comparison to the MSBCU average, as outlined in the Performance Summary (Section 3) above. Robbery is a notable exception.

The Force cites adherence to national crime recording standards as the principle reason for the increases in recorded crime and declining detection rates. Even though the numbers of detections have increased, more recorded crime negates that improvement when considered as a percentage. Nevertheless, comparisons with other BCUs/forces within the most similar groups (who also face similar challenges) are not favourable.

The BCU command team has worked hard in many areas over a very short time-frame and has a clear vision for the BCU. It has begun to convey this to staff and there is evidence that this is effective down to the rank of inspector. The evidence that all staff share the management approach is not apparent and continued progress is required.

Her Majesty's Inspector is disappointed that the original recommendations have not yet been completed (mainly due to significant changes within the command team). The original inspection report identified the need for additional command team capacity within the BCU and, at the time of the revisit, this had not been addressed. It is understood that with the devolvement of the roads policing unit, an additional chief inspector post is to be provided within the BCU.

It has been agreed with the BCU Commander that the inspection team will revisit the BCU in approximately six months to review progress.

The monitoring team would like to thank the BCU Commander and his staff for their warm welcome and assistance during the visit.

Chief Superintendent Kevin Mayhew
Chief Inspector Peter Jones