

**HM Inspectorate of Constabulary
London and the East Regional Office**

**Inspection of Tendring BCU
Essex Police
May 2005**



Introduction

1. There are over 300 basic command units (BCUs) in England and Wales and no two are alike. They vary in size from over 1000 officers to just under 100; some serve densely populated, ethnically diverse inner cities, while others cover vast tracts of sparsely populated countryside. What they do share are some key aims and objectives, specifically to work with partner agencies in reducing crime and disorder in their areas, and to do so with integrity. Scrutiny of police performance is shifting from aggregate force outcomes to the performance of individual BCUs, recognising that policing is essentially a locally delivered service.
2. The focus on performance in reducing crime and disorder is likely to be relentless. Forces and police authorities, working with local authorities and other community safety partners, will need to raise their game year after year. Indeed, the statutory regime of Best Value demands 'continuous improvement' and an array of sanctions exist if authorities fail to deliver this.
3. In trying to make sense of the variations in operational performance that exist – to differing degrees – in every force, a key ingredient is *focus*. The best performers focus the efforts of their staff through timely, dynamic local briefings that are supported by a well-managed intelligence system. They set targets and make sure that staff are aware of them, they communicate results and celebrate success, and they hold individuals to account for how they have used their time. Ministers have decided upon a nationwide rolling programme of BCU Inspections that focus on performance and leadership, intended to help enhance performance and spread good practice (Box A).

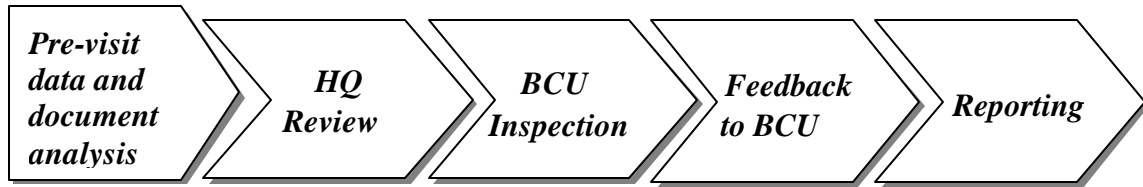
Box A – Aims of BCU Inspections

- **Promoting effective leadership.**
- **Disseminating good practice.**
- **Identifying inefficiencies.**
- **Providing pointers to enhance performance.**
- **Strengthening the capacity for self-improvement.**
- **Leaving behind a BCU management team that has learnt about itself and is even more committed to self-improvement.**

4. An Inspection of Tendring BCU in Essex Police was conducted between 3 - 6 May 2005. This report sets out the Inspection findings, highlighting areas of good practice and making recommendations for improvement where appropriate. HM Inspector thanks the officers and staff of Tendring BCU for the co-operation and assistance provided to members of the Inspection team.

Methodology

5. The Inspection of Tendring BCU consisted of the following stages:



6. During the Inspection a total of 15 structured interviews and focus groups were conducted, involving over 68 individuals. Other staff members and partnership agency representatives were interviewed during the ten visits to workplace settings. Senior representatives from the Tendring District Council (TDC) were also consulted in addition to some key strategic partners that included the a senior representative from Essex County Council, two elected TDC councillors and two link-members from the Essex Police Authority. Two BCU audits were conducted: the management of forensic science submissions and an audit of staff appraisals.

Force Overview

7. Essex has a population of just over 1.6m people of which some 3.2% are from minority ethnic groups. The economy is based on the retail sector and public and financial services. Average earnings for full-time workers in Essex in 2001 were slightly higher than across the Eastern region and slightly lower than the UK average. Over the next ten years significant changes are forecast for Essex, including the regeneration of the Thames and Haven Gateways and expansion of Stansted Airport, which is tied to extensive improvements in the road and rail networks in northwest Essex. Furthermore, central Government has announced major new housing developments along the M11 and Thames corridors. These are likely to impact heavily on the provision of policing services in the near future¹.

Tendring BCU

8. Approximately 140,000 people live within Tendring District, which is situated in the north eastern region of Essex on a 130 square mile peninsula between Suffolk to the north, the North Sea to the east and south, and Colchester to the west. The major portion of the perimeter extends some 38 miles from just above Manningtree to Wivenhoe.
9. Tendring is largely a residential and leisure area that doubles in population during the summer months. A significant proportion of the population is elderly and retired and residents aged 60 years and over account for over 32% of the population. There are significant industrial areas in both Clacton and Harwich that include two major ports at Harwich and Parkeston and two minor ports at Brightlingsea and Mistley. Bathside Bay has been the subject of a major public inquiry and the Secretary of State will take a decision this year in respect of a mixed development. This is anticipated to include an extensive container port, medium and heavy industry, retail parks housing and leisure facilities.
10. Tendring Division police boundaries are coterminous with TDC ward boundaries and the police division consists of five sections: Clacton, Walton, Brightlingsea, Mistley and Harwich.
11. Tendring BCU has five operating bases:
 - **Clacton police station** is the BCU HQ and accommodates support, personnel and operations functions. The senior management team (SMT) and the divisional custody suite together with a community policing team are based at this location. The BCU has two main operating areas which provide a 24-hour response, supported with satellite stations providing reduced cover subject to seasonal demand.
 - **Walton police station** accommodates the eastern area of the BCU. It provides a reduced response capability together with a community team. This station has an operational capability between 0800–0200 which can be extended to 0400 subject to seasonal requirements.
 - **Brightlingsea police station** accommodates the south western area of the BCU. It also provides a reduced response capability with a community team. This station has an

¹ Source: Baseline Assessment Report April 2004

operational capability between 0800–0200 that can be extended to 0400 subject to seasonal requirement.

- **Harwich police station** accommodates the north eastern area of the BCU and provides a 24-hour response capability and a community policing team. Criminal Investigation Department (CID) officers are also located at this station.
- **Mistley police station** accommodates the northern area of the BCU and provides a reduced response capability and also has a community team. This station provides an operational response from 0800–0200.



12. The following table shows the ethnic groups within the TDC area²:

Percentage of Resident Population in Ethnic Groups	Tendring	England
White	98.66	90.9
Of which White Irish	0.78	1.3
Mixed	0.61	1.3
Asian or Asian British	0.29	4.6
Of which Indian	0.14	2.1
Of which Pakistani	0.03	1.4
Of which Bangladeshi	0.03	0.6
Of which Other Asian	0.09	0.5
Black or Black British	0.15	2.1
Of which Caribbean	0.08	1.1
Of which African	0.06	1.0
Of which Other Black	0.02	0.2
Chinese or Other Ethnic Group	0.28	0.9

13. The following table shows a breakdown of religions for Tendring:

Religion	Tendring	England
Christian	76.03	71.8
Jewish	0.15	0.5

² Source: ONS neighbourhood statistics

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Hindu	0.10	1.1
Muslim	0.23	3.0
Buddhist	0.13	0.3
Sikh	0.02	0.6
Other Religions	0.27	0.3
No religion	14.94	14.8
Religion not stated	8.13	7.7

14. The following table shows a breakdown of household types in Tendring:

	Tendring	England & Wales
Owner occupied (owns outright)	44.98	29.46
Owner occupied (with mortgage)	34.06	38.76
Rented from Council	5.94	13.24
Rented from Housing Association or Registered Social Landlord	3.22	5.95
Private landlord or letting agency	8.3	8.72
Other rented	2.88	3.22

Police Stations³

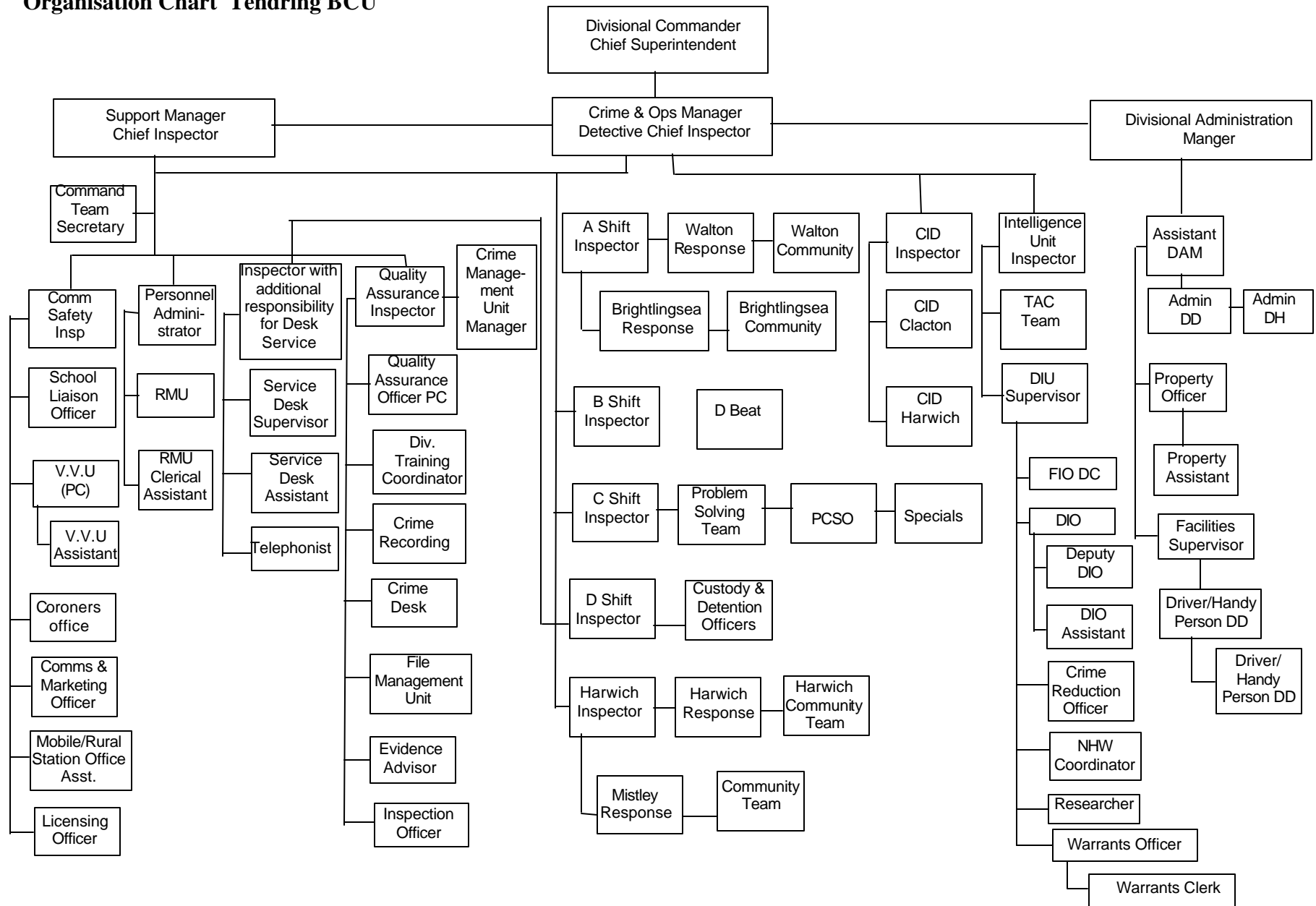
Police Station	Opening Times	
Clacton	All week	24 hours
Brightingsea	All week except Wednesday and Sunday	0900-1245
Harwich	All week	0700-2100
Mistley	Monday/Tuesday/Wednesday/Friday	0900-1230
	Thursday	1600-2030
Walton	Monday/Tuesday/Wednesday	0845-1230
	Saturday	0900-1230

Tendring BCU SMT

15. The SMT at Tendring is led by a chief superintendent (BCU Commander). He is supported by a DCI (crime and operations), a chief inspector (support) and a divisional administrative manager (DAM) who is a senior member of police staff. This command team leads one of Essex Police's smallest BCUs, comprising four response (core) teams, six community teams, a reactive CID team based at Clacton and Harwich and various pan-BCU operational and support units (such as the divisional intelligence unit (DIU), service desk, tactical (TAC) team, crime management unit (CMU), etc).

³ Source: Essex Police website

Organisation Chart Tendring BCU



Performance

How successful is the BCU in tackling its principal crime and disorder problems – is performance improving?

Crime and Disorder Reduction Partnerships (CDRPs)

16. The Tendring local strategic partnership (LSP) crime and disorder responsible authority group (RAG) leads the delivery of its community safety strategy (CSS). It is chaired by the chief executive from the TDC and comprises responsible authority⁴ members together with other members who could help lead the delivery of the CSS (eg, GO East, elected TDC councillors and DARG⁵ representatives, etc). Beneath the strategic partnership tier there is a RAG steering group together with a number of tactical groups charged with the delivery the CSS themes. All CDRP tactical groups have agreed action plans with expenditure plans for challenge fund monies that are linked to their respective CSS and the development of partnership activity.
17. The BCU Commander's relationship with key CDRP partners is very good with a shared vision to meet CSS priorities. Information is regularly exchanged between partners and within a protocol. Public consultation takes place through public meetings held every 12 months on each of the six sectors (PCCGs⁶) and which are attended by the BCU Commander when possible. Six-monthly PCCG meetings were piloted in 2004/05. In addition, there is a range of parish and community-based meetings that are supported by sector officers. The BCU Commander recognises the need to develop from this foundation a number of consultative and interactive 'neighbourhood panels', as discussed in the Government paper entitled *Building Safer Communities*. The BCU also has an independent advisory group (IAG) capability that can be convened when required involving partners with specialist skills/interests as deemed appropriate.
18. The CSS comprises seven strategic themes for progression:
 - **Reducing the incidence of anti-social behaviour** – including supporting those affected by anti-social behaviour, identifying individuals or groups responsible and taking action to stop it and working with partners to identify specific targets or hotspots and which measures will most effectively tackle it.
 - **Reducing the level of volume crime** – including reducing vehicle crime, criminal damage, domestic burglary and violent crime. This will involve the use of a problem-solving and intelligence-led approach, engaging partners where appropriate, using good practice to analyse crime trends and intelligence, acting positively against offenders and developing effective crime reduction measures.
 - **Reducing hate crime** – with the aim, for racist and homophobic crimes, of taking positive action to improve incident reporting and ensuring that positive action is taken against offenders whenever possible and supporting hard to reach individuals or groups,

⁴ Members required under the Crime and Disorder Act

⁵ Drug and Alcohol Reference Group

⁶ Police Community and Consultative Groups

taking into account the special needs of these victims. For domestic violence, the aims will be working to prevent such crimes and to prevent their recurrence, increasing legal protection for victims and their families and supporting victims to rebuild their lives.

- **Increasing the level of public reassurance** – including adopting a problem-solving approach, marketing the successes, seeking greater confidence in reporting crime and working with partners to reduce ‘signals’ that increase the fear of crime and may lead to further vandalism.
- **Decreasing the level and impact of crimes committed against and by young people** – including developing a menu of diversionary activity to directly reduce offending, adopting a preventative approach through education, parenting and support and working with partners to ensure that appropriate services are available for children and young people who are the victims of crime.
- **Reducing alcohol and drug misuse within the community** – including work with the Essex drugs action team (DAT) to ensure coterminosity of approach and to reduce duplication of effort, making use of revised licensing legislation to promote responsible drinking in licensed premises, decreasing availability of illegal drugs and working with schools to educate and advise young people around the use and misuse of drugs and alcohol.
- **Implement an effective prolific and other priority offenders scheme** – including action under the catch and convict, prevent and deter and resettle and rehabilitate strands of activity.

19. The greatest strength for Tendring BCU is arguably its deployment of problem-solving work that is progressed by the five sector community teams and the problem-solving team. Indeed, the Inspection team was greatly impressed by the dedication, commitment and tenacity of staff involved in this area of work and noted that the BCU is a designated Home Office ‘Together Action Zone’. A new database has been introduced by the Force to monitor problem-solving initiatives and training has been delivered to the majority of staff. Initiatives have involved the use of various powers and tactical options tailored for the issue concerned. These have included effective use of ASBOs, ABCs, crack house closure orders, parenting orders as well as joint visits with housing department officials for new tenants in local authority and/or housing trust accommodation. There is a good awareness of the problem-solving concept amongst core team officers often resulting in the identification of potential problems that may be suitable for such tactics. This indicates a degree of mainstreaming in partnership work that is rarely encountered to the same extent on other BCUs.
20. The following illustrates some of the best examples of partnership work encountered, chosen from a rich pool of progressive and innovative work.

Box B - Examples of Partnership Working in the BCU

- **Operation Chicken Run** – this initiative was created in response to community concerns regarding drug dealing and anti-social behaviour issues in the Jaywick area of Clacton. Following two public meetings, the Jaywick action team was formed and in November 2004 and the four phases of the operation were commenced. This comprised action to execute search warrants, high visibility patrols to promote reassurance, the execution of outstanding warrants for local individuals, targeting disqualified drivers and multi-agency clean-up operations involving the identification of individuals suitable for ASBOs, ABCs or parenting orders. The operation continues to be a success with significant reductions in crime, anti-social behaviour and the

consequential demand for police and with trust and confidence in the police and CDRP partners firmly re-established.

- **The Frinton Triangle Shopping Centre** – this venue had suffered from a loss of trade due to the drug and alcohol induced behaviour of local youths who loitered at the location. Following a community meeting Walton police targeted specific youths of concern resulting in ABCs, ASBOs and referrals to local drug and alcohol treatment services. Police community support officers (PCSOs) patrolled the area to provide reassurance and increased college and private security staff during the evenings and at times supported them when the college was closed. The initiative resulted in the issue of one ASBO (and three subsequent arrests for breaches), six ABCs and the dispersal of the youths concerned.
- **Percy King Estate, West Clacton** – this initiative was ongoing at the time of Inspection and involves problem-solving work to tackle youth nuisance in a socially deprived area where school attendance rates are low. The interventions include the deployment of PCSOs, the mobile police station, the Percy King inclusion venture with youth outreach and mentoring work, Neighbourhood Watch and use of a chill zone for youngsters and a schools/youth army team breakfast club. The initiative has been allocated £12k from challenge fund resources in 2004/05 and awaits an allocation for 2005/06.
- **Nuisance Youths in Car Park at Somerfields, Lt Clacton** – residents in this area were concerned by harassment from local youths, abandoned vehicles, damage to property with store trolleys and vandalism to the adjacent churchyard. Again, following a community meeting, local officers and partners have introduced a barrier to control entrance, trolleys are chained up, trees that overlook residents' properties have been stripped to restrict access, the church path is now open during restricted hours and youth outreach workers have been deployed. The initiative has apparently resulted in a notable decline in youth nuisance to the satisfaction of local residents.

21. Without detracting from the excellent tactical partnership work described above (and below), there remains scope for Tendring's CDRP to improve the way it integrates ongoing problem-solving processes within its business. The CRDP works to an action plan that is comprehensive but the overall structure lacks a capacity to co-ordinate and respond to new and emerging problems identified under National Intelligence Model (NIM) problem profiles, problem-solving initiatives, through partners or the community themselves. Such a dimension is critical to ensure that the CDRPs are truly dynamic and able to convene small groups of stakeholders to tackle community safety issues under the strategy as well as following an action plan of complementary initiatives. Furthermore and as discussed under 'Intelligence-led Policing' below, there is a need for the BCU to more directly engage strategic partners in the co-ordination of the persistent and prolific offender (PPO) work so as to ensure that the full range of tactical interventions is considered and applied where suitable. Indeed, this may result in some partners taking the lead in the co-ordination of intervention plans for some PPOs.
22. Initiatives arising should be properly co-ordinated by the CDRP, involve problem-solving analytical techniques where possible and should link into the S/TTCG⁷ processes whether as a parallel (partnership) TTCG group or with the simple provision of summary updates. Indeed, some minor enhancements to the existing Tendring RAG steering group may provide the opportunity to achieve these aims. In this way, worthy partnership initiatives would not happen in isolation of the CDRP structure - they would be properly informed, directed and sanctioned. The creation of the right model to enable the CDRPs to include the dynamic progression of new and emerging partnership initiatives and PPO co-ordination work would clearly require a review of the BCU's partnership structures and more detailed consultation

⁷ Strategic/Tactical Tasking and Co-ordination Group

with key stakeholders. Nevertheless, the Inspection team considers it to be essential to promote the mainstreaming of partnership activity and a synergy with the philosophy and concepts of the NIM.

RECOMMENDATION 1

It is recommended that the BCU reviews its CDRP structures in consultation with its key stakeholders with a view to making them dynamically drive new and emerging problem-solving initiatives and the co-ordination of PPO work under its CSS.

23. The BCU is also active in its involvement with local schools. It has identified three safer schools that have been designated as such for increased police engagement to reduce crime and anti-social behaviour. Aside from citizenship inputs, most school interventions are intelligence led and the Inspection team was impressed by the quality of some of the analytical work that underpins this activity (such as the recent analysis of 'schooltime' crime for one school). Work is also in progress to identify 'pivotal kids' who are at risk of offending (pre-YPPO⁸s) and to explore what diversionary interventions could be used. This innovative work is worthy of pursuit and should be linked to the BCU's implementation of the PPO scheme (see 'Intelligence-led Policing' below).
24. Other partnership work includes the 'behave or be banned' initiative whereby some 20 problematic individuals have been served exclusion orders from attending licensed premises. Not unrelated is the work of the DARG that is integrated within the Tendring CDRP whilst also linking into the county-wide DAT. Whilst there are some treatment services available within Tendring, there is scope to improve understanding of how effective such interventions are and in what circumstances. **The BCU may therefore wish to explore the collection of recidivist data for the different types of intervention within the context of its information sharing protocol.**
25. Finally, the BCU should be congratulated for helping to establish some 430 Neighbourhood Watch schemes; these represent a considerable opportunity for community engagement. Supported by a part-time co-ordinator, the schemes have scope for more concerted involvement in the prevention, reduction and detection of crime and disorder. To that end, the work at Walton designed to increase engagement shows promise and is worthy of evaluation and potential expansion.

Performance against Operational Targets

26. During the year April 2004 to March 2005, the BCU recorded 10,430 total notifiable offences (TNOs). This was a *decrease* of 86 offences on the previous year (-0.8%) and a *decrease* of 268 offences over a three-year period (-2.5% between 2002/03 and 2004/05). There were 74.5 TNOs per 1000 population in 2004/05 and this placed the BCU in the second quartile when compared with its family group. For the period July to December 2004, Tendring

⁸ Young Persistent and Prolific Offenders

recorded 36.7 TNOs against the family group average of 40.8 TNOs, placing it third in its most similar BCU (MSBCU) group (top quartile).

27. There were 414 domestic burglaries recorded in the BCU in the year to 31 March 2005. This was an **increase** of two offences on the previous year (+0.5%) and a **decrease** of 77 offences over a three-year period (-15.7% between 2002/03 and 2004/05). There were 6.6 domestic burglaries per 1000 households in 2004/05, which placed the BCU in the second quartile when compared with the rest of the family group. For the period July to December 2004, Tendring recorded 3.9 domestic burglaries against the family group average of 4.6 offences, placing it fourth in its MSBCU group (second quartile).
28. In the year to 31 March 2005, there were 56 robbery offences recorded. This was a **decrease** of 41 offences on the previous year (-42.3%) and a **decrease** of 39 offences over a three-year period (-41.1% between 2002/03 and 2004/05). There were 0.40 robberies per 1000 population in 2004/05, which placed the BCU in the third quartile when compared against the rest of the family group. For the period July to December 2004, Tendring recorded 0.21 robberies against the family group average of 0.25 offences, placing it seventh in its MSBCU group (second quartile).
29. There were 1,299 vehicle offences in the year up to 31 March 2005. This was an **increase** of six offences on the previous year (+0.5%) and a **decrease** of 295 offences over a three-year period (-18.5% between 2002/03 and 2004/05). There were 9.3 vehicle crimes per 1000 population in the BCU area in 2004/05, which places it in the third quartile when compared with the rest of the family group. For the period July to December 2004, Tendring recorded 4.5 vehicle crimes which is the same as the group average, placing it ninth in its MSBCU group (third quartile).
30. There were 1,956 violent crime offences in the year up to 31 March 2005. This was a **decrease** of 192 offences on the previous year (-8.9%) and a **decrease** of 152 offences over a three-year period (-7.2% between 2002/03 and 2004/05). There were 14.0 violent crimes per 1000 population in the BCU area in 2004/05, which places it in the top quartile when compared with the rest of the family group. For the period July to December 2004, Tendring recorded 6.7 violent crimes against the family group average of 9.0 offences, placing it third in its MSBCU group (top quartile).

Crime Type - Offences	2002/03	2003/04	2004/05
TNOs	10698	10516	10430
Domestic Burglaries	491	412	414
Robberies	95	97	56
Vehicle Crime	1594	1293	1299
Violent Crime	2108	2148	1956

Offences per 1000 population/households 2004/05

- TNOs equate to 74.5 per 1000 population in 2004/05.
- Domestic burglaries in the period 2004/05 equate to 6.6 per 1000 households.

- Robberies equate to 0.4 per 1000 population in 2004/05.
- Vehicle crimes in the period 2004/05 equate to 9.3 per 1000 population.
- Violent crimes equate to 14.0 per 1000 population in 2004/05.

Detected Crime 2002/03 – 2004/05 and Recent Performance

31. The BCU's performance against detections needs to be considered in the context of Force priorities for 2004/05. During this year (and not previously), the Force required its BCUs to concentrate upon 'primary' detections. This more 'narrow' definition does not include, for example, post-sentence visits (PSVs) or offences detected but not prosecuted (DNPs) and performance for 2004/05 may therefore appear worse than previous years. Whilst the following commentary relates to all detections, the 'Boston Box' (see Appendix A) helpfully compares sanction detection performance between 2003/04 and 2004/05 and this underpins the BCU's positive achievements for crime reduction (see above).
32. Tendring BCU had a detection rate of 28.8% for TNOs in 2004/05 (3,000 offences detected). This was a **decrease** on the previous year when 31.2% (3,284 offences) were detected and a **decrease** against that for 2002/03 when 32.1% (3,434 offences) were detected. Between 2002/03 and 2004/05 there has been a 12.6% **decrease** in overall detections for TNOs. For the period July to December 2004, Tendring's detection rate for TNOs has **increased** to 30.7% placing it sixth in its family group (second quartile).
33. There was a 24.9% detection rate (103 offences) for domestic burglaries in 2004/05. This was a **decrease** on the previous year when there was a 28.2% detection rate (116 offences) and a **decrease** against that for 2002/03 when the BCU had a 25.3% detection rate (124 offences). Between 2002/03 and 2004/05 there was a 16.9% **decrease** in overall detections for domestic burglaries. For the period July to December 2004, Tendring's detection rate for domestic burglary offences has **increased** to 25.4%, placing it fourth in its family group (second quartile).
34. There was a 30.4% detection rate (17 offences) for robbery offences in 2004/05. This was an **increase** on the previous year when there was a 29.9% detection rate (29 offences) and an **increase** against that for 2002/03 when the BCU had a 27.4% detection rate (26 offences). Between 2002/03 and 2004/05 there was a 34.6% **decrease** in overall detections for robbery offences. For the period July to December 2004, Tendring's detection rate for robbery offences has **decreased** to 23.3%, placing it 14th in its family group (bottom quartile).
35. There was a 17.0% detection rate (221 offences) for vehicle offences in 2004/05. This was an **increase** on the previous year when there was a 14.9% detection rate (193 offences) and an **increase** against that for 2002/03 when the BCU had a 16.7% detection rate (266 offences). Between 2002/03 and 2004/05 there has been a 16.9% **decrease** in overall detections for vehicle crime offences. For the period July to December 2004, Tendring's detection rate for vehicle crime offences has **increased** to 19.3%, placing it fourth in its family group (second quartile).

36. There was a 62.0% detection rate (1,213 offences) for violent crime offences in 2004/05. This was a *decrease* on the previous year when there was a 71.5% detection rate (1,535 offences) and a *decrease* against that for 2002/03 when the BCU had a 67.8% detection rate (1,430 offences). Between 2002/03 and 2004/05 there was a 15.2% *decrease* in overall detections for violent crime offences. For the period July to December 2004, Tendring's detection rate for violent crime offences has *increased* to 67.3% placing it fifth in its family group (second quartile).

Crime Type - Detections	2002/03	2003/04	2004/05
TNOs	3434 (32.1%)	3284 (31.2%)	3000 (28.8%)
Domestic Burglaries	124 (25.3%)	116 (28.2%)	103 (24.9%)
Robberies	26 (27.4%)	29 (29.9%)	17 (30.4%)
Vehicle Crime	266 (16.7%)	193 (14.9%)	221 (17.0%)
Violent Crime	1430 (67.8%)	1535 (71.5%)	1213 (62.0%)

Accountability Mechanisms and Performance Management

37. The existence of an effective performance management framework within BCUs is an essential ingredient of success. This should include the production of meaningful and timely performance data that reflects outputs for each key unit/team and outcomes for the BCU together with meetings at which performance is regularly discussed (including performance development reviews (PDRs)) and suitable staff recognition. At Tendring, the Inspection team encountered a BCU that has a strong performance culture with evidence of this displayed in every building and a sense of pride amongst staff in the BCU's current good performance.
38. Performance is discussed at monthly DM⁹ meetings chaired by the BCU Commander and at his four-monthly personal meetings with them. There is also a monthly performance meeting that is informed by an innovative peer review stage that precedes each meeting. This peer review is conducted by the QA inspector on a one-to-one basis with every other inspector and is an exploratory examination of potential strengths and areas for improvement. The session uses data from the MMR¹⁰ to inform discussion and it usefully helps direct discussion at the BCU Commander's meeting. In addition, the two chief inspectors and the DAM hold four-monthly meetings with inspectors to discuss performance under their respective portfolios of responsibility. The meetings are subject to reality checks conducted by the BCU Commander to promote compliance. These broadly complement the monthly meetings, albeit there is apparently scope to improve the consistency of approach and follow-up actions. As discussed under 'Self Review and Learning' below, the QA unit also follows a comprehensive programme of inspection and audit that helps promote compliance with policy/procedure and integrity amongst staff.
39. Perhaps the only opportunity for improvement in performance management relates to the application of such systems for teams below the rank of inspector and police staff equivalent. Whilst some hold performance meetings with staff, these are inconsistently conducted and

⁹ Divisional Management

¹⁰ Monthly Management Report

would benefit from a more regularised approach. These should make full use of data from the MMR and should result in an action sheet copied to the officer's line manager and the QA unit for their information. **The BCU is therefore encouraged to formalise the conduct of routine performance management meetings for teams below the rank of inspector and police staff equivalent.**

40. The MMR is a comprehensive document that helpfully details performance against key outputs and outcomes for most units with other datasets to be added in the months ahead (eg community safety teams, problem-solving team and the Special Constabulary (SC)). The Inspection team was also impressed with the Force's new daily allocation system and its inception will help sharpen the daily performance focus of its BCUs. There was also evidence a widespread recognition of staff with various tiers of recognition being used whenever appropriate. This was linked to PDRs and staff were regularly recommended for bonus payments or honoraria. It was pleasing to note that the SMT makes a concerted effort to ensure that timely recognition takes place both formally and informally for deserving staff.

Visibility and Reassurance

41. The BCU Commander recognises the need to maximise police visibility and reassurance for the community, not least because it features as a specific objective within the latest Tendring CSS. Aside from specific campaigns to help achieve this aim (such as Operations Jute and Milton), the daily work of core teams, the SC and the community policing teams helps to maximise reassurance through their visibility, the interventions made and their successes as marketed in the local media. The PCSOs are no small part of this equation as they invariably have fewer abstractions and provide increased continuity and presence in local communities both on foot and through the regular deployment of the mobile police station.
42. Reassurance is also given through the good performance achieved by the BCU, the marketing of this success and in the many positive first-hand experiences of police activity realised by members of the public. The BCU's work in promoting problem-solving in partnership with communities and other stakeholders arguably has the greatest impact upon public reassurance and this has now achieved a real momentum. This, together with the BCU's ongoing work to manage demand and thereby increase its proactive capacity (see 'Demand Management' below), will ensure that the BCU is well placed to achieve its current CSS objective of increasing the levels of public reassurance.

Intelligence-led Policing (ILP)

NIM Structures and Processes

43. A key focus within the BCU Inspection process is the application of ILP with a view to establishing to what degree structures, systems and processes are embedded and applied within the BCU. Under the direction of the DCI (crime and operations), the DI (intelligence) and his team have made considerable improvements over the last six months in this regard and the Inspection team encountered a BCU that is strongly intelligence-led with the DIU firmly at its hub. Indeed, the DIU is held in high esteem by many staff and the quality of the various products generated is very good (see below).

44. The Inspection team was pleased to note the prominence of the NIM control strategy throughout the BCU and that it sets the operational focus. Indeed, this could usefully be extended to also set the support focus and provide an emphasis for the prioritisation of BCU resources that support the delivery of operational activity. This is derived from the quarterly STCG meeting at which the strategic assessment is considered, chaired by the DCI (crime and operations). The strategic assessment is a high quality product and forms an excellent basis for discussion at meetings. To maximise its strategic influence, links with the CSS and to comply with the NIM, **the BCU Commander is strongly urged to chair this meeting and it should involve key strategic partners from the CDRP.**
45. Taking its emphasis from the control strategy, the BCU also holds fortnightly TTTCG meetings and daily management meetings (DMMs). Both are critical meetings for the BCU in the co-ordination of proactivity and each was therefore observed by the Inspection team. The TTTCG meeting was chaired well, making full use of the tactical assessment that took members through crime patterns by priority theme and against the intelligence, preventative and enforcement requirements. Summarised activity against tasking (34 since the last meeting), forensic dockets (only nine outstanding), warrants and proactive operations were discussed, as was the use of ANPR¹¹ equipment. A review of planned proactivity was usefully taken from each sector and there was good involvement of the DSU¹², RMU¹³ and the media liaison officer. Staff were duly recognised for good work and there was a strong sense of engagement and enthusiasm from all attending.
46. PPOs were also discussed at the TTTCG meeting, although this was limited to the most prolific individuals and there was no reference to leads or intervention plans. Whilst some performance data was detailed within the tactical assessment document, the meeting could benefit from a more prominent performance backcloth that more explicitly referred to performance against targets. The absence of a partnership TCG meeting (see 'Partnerships' above) had also resulted in some discussion of problem-oriented activity at the TTTCG and only a limited overview was therefore taken, particularly when there was no partnership representation. Even with the creation of a new PTTCG meeting, there would remain merit in securing partnership representation at the meeting so as to engage, inform and recognise their contribution towards proactivity.
47. The DMM provides a necessary daily 'grip' for the co-ordination of proactivity. Meetings are held seven days a week and each session reviews crime, prisoners and intelligence over the preceding 24 hours with a view to identifying proactivity opportunities. Whilst the meeting was positive and engaging, it could be further enhanced by linking the more remote sectors through an audio or video-conferencing system and with the inclusion of performance data against daily targets, soon to be available through a new Force-wide system.
48. The Inspection team also examined key systems and processes within the DIU and found them to be effective and efficient. Specifically, there are systems in place to monitor Regulation of Investigatory Powers Act (RIPA) authorities (five live cases at the time of

¹¹ Automatic Number Plate Recognition

¹² Divisional Source Unit

¹³ Resource Management Unit

Inspection), forensic dockets (nine outstanding), taskings, CID61 entries (intelligence) and outstanding warrants (19 for priority crimes) and problem-solving initiatives (25 since February 2005). Intelligence and tasking against anti-social behaviour have also been integrated within the DIU, albeit there is some scope to increase the identification of problem-oriented opportunities. Sex offenders and PDPs¹⁴ are managed by DIU staff with activity prioritised against risk assessment and decisions from the local MAPP¹⁵ group. A number of CID staff have recently been trained to conduct intelligence interviews against recently published BCU policy (that reflects forthcoming Force policy), albeit the 25 intelligence interviews completed since January 2005 have largely been undertaken by the evidence advisor (see 'Crime Management' below). Staff within the DIU are dedicated, professional and enthusiastic in their work. The unit generates the full range of intelligence products with taskings generated to a good standard and some very useful predictive analysis produced by the analysts.

49. Like others within Essex Police, the analysts are based on the BCU but line managed through the Force crime department. This line management structure does cause some concern amongst BCU staff, occasionally creating delays in commissioning new work and an unhelpful divide between the BCU commissioning the work and the analysts' direct line management.
50. The implementation of the new PPO initiative is another essential element of the proactive range of tactics to be deployed in successful BCUs. In this regard, Tendring BCU has identified 20 PPOs against the Home Office criteria, 11 of whom were in prison at the time of Inspection. Activity towards the PPOs comprises primarily tactics deployed to 'catch and convict' with some good systems in place to focus efforts in this regard such as the PPO custody proforma to prompt a range of 'premium service' activity. However, limited work is taking place under the 'prevent and deter' and 'resettle and rehabilitate' strands of the initiative, the latter of which is led by probation and the youth offending team (YOT). There is therefore a need to engage key partners more directly in the process, perhaps through a PPO co-ordinating group, and for subject profiles and intervention plans to be created/agreed for each individual with a clearly identified lead from the CDRP responsible for co-ordinating its implementation. **The BCU is strongly encouraged to increase its DIU capacity to co-ordinate PPO work, to engage key partners in the implementation of the PPO initiative and to ensure that subject profiles, intervention plans and identified leads are created for each individual.**
51. The Inspection team observed a parade for uniformed core team officers. The briefing incorporated taskings but was somewhat uninspiring and lacked a performance backcloth. The BCU acknowledged that briefing is an issue for further development and is looking to pilot a system that uses current technology and enables more timely updates.

¹⁴ Potentially Dangerous Persons

¹⁵ Multi-Agency Protection Panel

BCU Proactivity

52. Notwithstanding its size, the BCU maintains a relatively significant proactive capability engaging in a range of different tactics. Under the DCI (crime and operations), there is a TAC team with an established strength of five officers which primarily engages in fast-time tactics towards some PPOs, has a low-level surveillance capability and has the BCU lead for vehicle crime detections, taking a limited number of serious/series investigations. In addition, each of the BCU's six sectors has a small community-based team of police officers and PCSOs. These units engage in both reactive and proactive work with the latter comprising the application of both problem-solving tactics as well as fast-time proactivity. In addition, the four uniformed core teams engage in limited proactivity, usually in response to taskings from the DIU.
53. Both the TAC team and the community-based teams are making a significant impact within their respective areas of responsibility. The TAC team, with its lead responsibility for vehicle crime detections, has enabled the BCU to achieve a sanction detection rate of 17% in 2004/05 which is the highest in the Force and places the BCU fourth in its MSBCU group. For a small unit this is impressive and should resources permit, there would be merit in increasing its establishment to secure weekend coverage. Equally successful is the work of the community-based teams and particularly 'D Beat' (see 'Partnerships' above) and the problem-solving team (PST) based in Clacton itself. The Inspection team was extremely impressed by the volume and quality of problem-solving work taking place at the tactical level, particularly within the BCU's Together Action Zone at Jaywick. All key staff have received training at the Together Academy and they are engaging with partners in problem-solving work on a daily basis, helping to arrest the growing national concern of anti-social behaviour. This is reflected in the various planned operations such as Operations Chicken Run, Milton, Jute and Christmas Cracker as well as managing to secure five full civil ASBOs, 12 post-conviction ASBOs, 38 ABCs and, more recently, the closure of crack houses using new powers under legislation.
54. To its credit, problem solving is becoming mainstreamed at Tendring BCU with many examples given of potentially suitable initiatives identified by the core team officers as well as from communities themselves. All problem-solving work considers and where suitable incorporates options for target hardening tactics whilst also following Force policy for repeat victimisation so as to ensure a graduated response according to risk. The excellent work of 'D Beat' officers in the way they took the lead and worked with local partners to successfully regain the trust and confidence of the Jaywick community and reduce crime and disorder is a good illustration of this point. The harnessing and strategic co-ordination of this work (see 'Partnerships' above) will serve to further enhance these efforts whilst directly engaging certain partners in the process.
55. Not unrelated to problem solving is the work of schools involvement officers and particularly those at the BCU's three designated 'safer schools'. This involves the identification of 'pivotal kids' or pre-YPPOs, their diversion from risk of criminality and joint work with schools, YOTs and parents to achieve the same. Activity in this area needs to be linked with that to be co-ordinated under the PPO initiative (see above), particularly as partners such as those in schools, YOTs and social services play a crucial role in successfully diverting

‘pivotal kids’ from a potential route towards criminality. This work and the wider intelligence-led activity for other schools is an essential ingredient to secure long-term success in crime and disorder reduction and the BCU is to be congratulated for ensuring its pursuit.

56. One of the few areas of concern for BCU proactivity relates to the execution of outstanding warrants. With in excess of 500 outstanding warrants and 19 relating to priority crimes, this represents a considerable opportunity for the BCU to directly and indirectly impact upon its local priorities. Indeed, comments from staff at the more outlying sectors indicate a degree of capacity to help reduce this number. **The BCU is encouraged to construct and initiate a plan to greatly reduce the number of outstanding warrants for individuals resident on the BCU (whatever the originating source may be for the warrant).**
57. More recently, the BCU Commander made the decision to focus his TAC team capability towards tackling class A drugs under Operation Easel. This was in response to specific intelligence on drug supply in the community and involved a range of proven tactics. The decision involved some risk management as performance for vehicle crime detections (led by the TAC team) could suffer at the expense of targeting one of the primary drivers for acquisitive crime on the BCU. The Inspection team’s view was that the BCU Commander made the right decision and that, provided the consequential vacuum is held, it will stand the BCU in good stead for making a lasting impact upon all types of acquisitive crime.
58. Operation Easel also included some ‘community safety’ actions that had the express intention of providing support for illegal drug users. These commendably started to address the demand side of drug abuse and whilst the DARG contributions to the operation are helpful, there remains scope to provide enhanced support and treatment to the potentially large number of illegal drug users with often chaotic lifestyles that came to notice during the operation and without prejudice to the arrest phase of the operation. This could include the provision of an assertive outreach capability, a triage approach to assessing the diverse needs of users and/or confidential liaison with treatment services to monitor the impact upon the drugs ‘marketplace’.

Crime Management

59. Under the leadership of the DCI (crime and operations), the reactive investigation of crime is progressed in accordance with the BCU’s crime policy and strategy document. At a pan-BCU level, the CID (reactive) team works from Clacton and Harwich police stations, comprising three detective sergeants (DSs) and 14 detective constables (DCs), and investigates serious crimes and burglaries that are screened in for secondary investigation. As stated above and in accordance with its lead responsibility for vehicle crime detections, the TAC team investigates serious/series screened-in vehicle crime. Beyond these units/offences, all other screened-in ‘beat’ crime is allocated to officers on the community teams or core teams. This generally works well save for some concerns regarding some low-level robbery investigations being allocated to core team officers for secondary investigation. Notwithstanding this point, the boundaries of responsibility for the investigation of crime were well understood by staff encountered.

60. Crimes reported by the public reach these officers in one of several ways. Calls that require an immediate police response are allocated directly to officers from the Force information room (FIR) whilst non-urgent calls are routed through the BCU service desk and allocated to 'STORM managers' (STORM is the Force command and control system) on each response team for a graded response. Few crimes are taken directly by telephone (17.6%), albeit this is an aspect of crime management that has been fundamentally reviewed and is rapidly expanding (see 'Demand Management' below). Thereafter, crimes are entered onto the Force crime system either manually, through the completion of a proforma that is sent to the service desk by internal despatch or by the officer telephone-reporting details directly to the service desk. The crime desk works to achieve targets whereby every priority crime is entered within 12 hours of receipt and, at the time of Inspection, the crime desk was achieving only 33.4%; this could result in a distorted perception of the rates of daily crime allegations. Crimes are then screened-in for secondary investigation in accordance with Force policy and allocated for secondary investigation to units in accordance with the BCU crime policy and strategy (as explained above).
61. All priority crimes (except robbery) together with hate crime and domestic violence are subject to minimum standards for the primary investigation and this is largely adhered to by staff and compliance monitoring is apparently intended to be undertaken by the Force in the near future. The Force burglary packs are routinely used and all screened-in crimes for secondary investigation follow the Force's policy requiring CASE action plans. In addition to the Force's monitoring of compliance against minimum standards, the CMU is also highly effective in its quality control processes. This small unit is co-located with the QA and training units and it loses no opportunity to exploit these linkages to continuously improve its systems for monitoring and to meet specific training requirements. In an unusual move, the CMU has taken responsibility from first-line supervisors for the initial supervision of the primary investigation of crime. This system works well, despite a small risk of supervisor de-skilling, with an increase in the quality of investigation and with informed feedback provided to officers through their line managers. Once complete, crimes are 'certified' as complete by the officer's line manager and again, quality assured by the CMU before being signed off as suitable for closure.
62. In addition to the above, the CMU operates a range of routine checks, audits and performance monitoring systems that ensure compliance with Home Office counting rules and NCRS¹⁶ and which maximise the number of sanction detections through ethical housekeeping practices. These include regular reconciliation between the STORM, crime and custody systems, reviews of undetected crimes and the creation of a new and innovative 'evidence advisor' post created to maximise links with the DIU, the quality of investigations for persons in custody and to aid the detection of crimes. This post has been highly impactful with some notable successes in the achievement of offences 'TIC'd'¹⁷, and in the conduct of intelligence interviews. The Inspection team is in little doubt that these rigorous quality control systems together with the minimum standards of investigation introduced by the Force are significant factors in explaining the BCU's relatively high sanction detection rate for its priority crimes and TNOs (see 'Performance' above).

¹⁶ National Crime Recording Standard

¹⁷ Taken Into consideration

63. The CMU is acutely aware of the need to ensure compliance with NCRS and all staff have received training and information on the subject. In addition to Force systems designed to maximise integrity in crime recording, the BCU regularly audits itself through its CMU systems, audits and processes. These were found to be robust and ethically administered. The last crime recording audit for the BCU was completed by the Force crime registrar in January 2004 and the BCU achieved an overall grading of green with compliance for crime-related incidents assessed as amber (85%) with specific areas for improvement identified in the resulting of disturbance calls, domestic violence and hate crime.
64. Hate crime and domestic violence will soon be investigated by a new dedicated unit under an ongoing Force initiative. This will replace the current regime whereby officers from the vulnerable victims unit are largely acting in a referral capacity and not as investigators of crime. In light of this, the crime integrity audit findings detailed above and the need to develop specific investigative skills for this aspect of policing, the Inspection team supports this intended change. The only caveat is that any new model should focus upon setting minimum standards of investigation/products, with the new units exercising quality control for all such crimes whilst also investigating serious/series cases and maximising links with key partners, including the introduction of third party reporting systems.
65. Notwithstanding some relatively high workloads, officers in the reactive CID enjoy good levels of morale and regular monthly (IP¹⁸) meetings are held with staff. Probationers are given attachments to the CID as part of their probationer development programme; these help improve understanding of investigative techniques whilst also promoting good working relationships between uniformed and CID officers. There are some concerns amongst staff that they do not always receive adequate and timely training input, particularly for new legislation that relates to the investigation of more serious crime. In addition, the Inspection team was surprised that there was no CID availability beyond on-call arrangements after 0200 in the summer months and after 2200 at other times. The delay in securing detective capability/advice represents an unacceptable risk for the initial investigation of critical incidents and serious crime. Acknowledging the issue of scale and resilience, **the BCU is encouraged to explore options to secure night duty CID coverage in collaboration with colleagues from its neighbouring BCUs in Essex Police.**
66. For criminal justice unit (CJU) services Tendring BCU is supported by a unit shared with Colchester BCU and it has a file management unit (FMU) to act as the 'interface' between officers submitting case papers and the CJU. This unit is working well with good systems in place to maximise file quality and to ensure that priority cases are afforded a premium service. Feedback is given to officers and their line managers when necessary and the unit appears to be well led and managed. To support an outcome-based focus, it would be helpful if the FMU could receive monthly data on the proportion of trials that are cracked or ineffective at both tiers of criminal court.

¹⁸ Investors in People

Use of Forensic, DNA and Other Scientific Techniques - Audit

67. The aims of the audit were to check the qualitative and quantitative elements of forensic investigation and to test for the presence of strategies for and/or linkages between the use of forensic investigation and Force strategies. The audit included the examination of the systems used at Tendring BCU for the management and recording of the three main areas of forensic activity:

- Retrieval and submission;
- 'Hits' and subsequent investigation; and
- Criminal justice submissions.

68. The audit team also examined the procedures to action identifications within the intelligence and crime analysis systems and involved interviews with managers and staff, along with the sampling of DNA/fingerprint records.

Retrieval and Submission

69. The retrieval and submission of crime scene and other forensic evidence is managed within Tendring BCU by a DS - forensic manager. The sergeant has 28 years experience with the Force and has been in post for 15 months. He has not previously served as a scenes of crime officer (SOCO) and came to the post following four years as a custody officer. He has undertaken a 10-week forensic science course.

70. The forensic unit based at Tendring is made up of:

- Three full-time DC examiners;
- One part-time DC examiner;
- One administration support officer; and
- One full-time vehicle examiner shared with Colchester BCU.

71. Within Essex Police, forensic units are not aligned to BCUs and at Tendring all officers within scenes of crime teams are line managed by the forensic services department at HQ. The team works a shift system, covering 8am–10pm. In addition the BCU operates a nightshift rota enabling 24-hour cover, seven days a week.

72. The Force has 100% targets for scenes of crime attendance at all dwelling house burglaries where forensic opportunities are considered to be available. Performance information, maintained by HQ and provided to the Inspection team, detailed that from 1 April 2004 to 28 February 2005, 90.7% of all domestic burglaries received forensic visits compared with a Force average of 87%. This makes the BCU one of the top performers in the Force. In achieving this target, the BCU has introduced systems to ensure that it identifies all dwelling house burglaries, even in the absence of requests from officers initially attending scenes. This involves a daily trawl within the SOCO team of STORM to identify all potential forensic visits. In addition, forensic staff attend the daily tasking meeting that discusses recent crime incidents.

73. The BCU has also introduced a flow chart when considering the potential benefits for forensic examination of thefts of and from vehicles. This chart is used predominantly within the service desk section that takes many of the reports for this category of crime.
74. Performance figures for attendance for priority crimes for the period 1 April 2004 – 28 February 2005 are as follows:

Crime category	Visits	Force average
Burglary dwelling	90.75%	86.97%
Burglary other	46.03%	46.21%
Theft of motor vehicle	51.91%	51.17%
Theft from motor vehicle	41.79%	24.14%

75. Forensic awareness across the BCU is regarded as good. However, examples of poor forensic packaging had recently been identified and the forensic manager intends to improve general knowledge in this area through BCU training sessions. Footprints found at scenes are recovered by SOCOs and are subject to analysis within the forensic intelligence unit at HQ. The BCU acknowledges that there are no facilities for recording footwear within the custody area and use of this as a tactic/intelligence opportunity is not being exploited and that this is a gap in its processes.
76. The sergeant (forensic manager) attends daily but not bi-weekly tasking and the forensic link to the NIM is not fully clear. However, there is excellent evidence of informal personal relationships within the BCU that are contributing to sharing intelligence and driving performance.
77. Performance of the SOCO teams is monitored centrally and the audit team requested performance information that was duly provided. Such information has recently become available through computer software held within the forensic science department at HQ. The forensic sergeant is clearly using information to monitor the performance of his staff and set them demanding targets to drive up performance.

DNA and Fingerprint Hits

78. The crime manager has overall responsibility for the management of hits. Identified DNA and fingerprint hits are sent through to BCUs from Essex HQ and then tagged on the Force forensic allocation system for the attention of the forensic manager. They are then allocated according to the following criteria:
- Burglary and robbery crime to CID;
 - Vehicle crimes to the tactical unit (one A/DS and five PCs); and
 - Other crimes to the supervisor of the uniform investigating (usually same as reporting) officer.

79. Although the Force has targets for action of seven days for priority crime and 14 days for other cases, these are not being implemented or monitored within the BCU. The Inspection team requested it be provided with up-to-date details of DNA and fingerprint hits, together with those hits that were outstanding at the time of the audit visit. The DS stated that there were 21 hits outstanding (16 priority crimes) which had subsequently been reduced to nine at the time of Inspection. This was a substantial reduction on the 60 that had existed when the DS took over the role five months previously.

Criminal Justice Submissions

80. Nationally, post-charge DNA error rates give some cause for concern. Research conducted found that BCUs that operate quality control checks, supported with a named individual responsible for the checks achieved lower than average error rates. The research also highlighted the number of DNA samples unnecessarily taken from persons whose DNA is already confirmed on the PNC.
81. At Tendring BCU, there is one main custody centre based at Clacton police station, operating 24-hour services and an inspector has overall responsibility for custody issues. The audit team visited the custody centre at Tendring, examined the existing arrangements/area for the obtaining of DNA and discussed this with custody staff and the inspector during the visit.
82. A total of 50 custody records were examined and PNC checks conducted for verification purposes. Of the 50 records examined, all related to persons dealt with for recordable offences. Examination of the records revealed that there was a clear awareness of the need to consider DNA sampling. PNC checks were conducted for seven records revealing that DNA had been obtained in all cases except one.
83. QA of criminal justice DNA is conducted at HQ. This process removes any DNA samples unnecessary given the presence of DNA confirmation markers on the PNC. Within the custody area there is a room where DNA samples are taken and instructions for the obtaining of DNA samples were present. There were 13 samples awaiting collection, which occurred weekly.
84. The Inspector responsible for custody was unaware of the error rates for DNA rejections once received at HQ or the laboratory, as these went to his line manager but were not seemingly passed onwards. He was also unsighted as to whether administration errors were being dealt with and returned as required. No formal information was available to the Inspection team on DNA samples rejected. The BCU has its own internal inspection officer who checks all DNA samples and there is evidence that this additional level of QA has raised standards.

Managing Demand

85. The effective management of demand is a critical aspect of BCU command and strategy as, without such action, opportunities to maximise proactivity and the efficient use of resources can potentially be missed. This point is understood well by the BCU Commander, not least because smaller BCUs often have to work harder to create a meaningful proactive capacity as they have many of the same 'overheads' of a large BCU (ie, to 'open up the shop') but

proportionately fewer resources. In response, the BCU works to a demand management strategy, with performance measures, that focuses upon five strategic objectives:

- To maximise resources available for problem-solving;
- To ensure that officers/staff only attend calls requiring police attendance;
- To work to reduce bureaucracy and inefficiencies;
- To maximise the proportion of calls dealt with by telephone; and
- To regularly review the deployment of staff to ensure 'best value'.

86. Actions in support of the delivery of the strategy are embedded within the BCU's three-year excellence model change plan. These include leads, milestones and links with other Force or local objectives and the BCU Commander monitors progress through his weekly SMT meetings. This approach is effective and appropriate for a BCU such as Tendring and could be further enhanced with the introduction of an identified champion amongst the SMT to promote and co-ordinate the work. The progress of the above objectives and the identification of additional themes potentially suitable for inclusion in the action plan are discussed further below.
87. As stated above, problem solving is a real strength for Tendring and it is becoming increasingly mainstreamed. The BCU is highly active in this area with such tactics routinely applied with partners that is gradually building a positive momentum to reduce overall demand. Commendably, work has been done with the DIU to identify repeat calls to specific venues, thereby triggering problem-solving interventions; one such example on 'D Beat' led to a radical reduction in calls for police and plans with partners to create a new and sorely needed play area for local children.
88. Effective demand management is also reliant on efficient and effective application of command and control systems within a policy framework at Force level to regulate which calls are suitable for police and when other agencies or organisations should take the lead. To work towards this aim, Essex Police will soon introduce demand managers (or 'STORM' managers) at sergeant rank on each core team for every BCU. These officers review all calls for police and crimes allocated for primary or secondary investigation, ensuring appropriate calls for police are matched with resources according to risk, skills and timeliness. These posts are apparently corporately funded, albeit there was some local concern as to whether the BCU would have to absorb some of the costs from local budgets. Whilst the principle behind the initiative is correct, the Inspection team questions the efficiency of the approach taken and wonders whether a functional unit within the new and emerging Force public contact command to undertake this activity would achieve the same aims whilst reducing the impact upon the BCU.
89. The investigation of crime by telephone is rightly identified by the BCU as a potential growth area and it has made considerable strides towards increasing the proportion of crimes investigated in this way from a low 7% to 17.6% at the time of Inspection. Following an internal review, it re-energised its existing TIB¹⁹ facility with the publication of a detailed policy and standard operating procedures together with bespoke training for staff. Clearly,

¹⁹ Telephone Investigation Bureau

there remains further scope to increase this proportion yet further and to release proactive capacity in so doing. **The BCU is encouraged to vigorously pursue its existing work to increase the proportion of crimes investigated by telephone.**

90. A key area for examination under demand management is always the shift pattern arrangements in place for unformed officers on core teams. The BCU Commander recognises this and the fact that, for some staff, the existing four-team 'Witton B' shift pattern is unpopular. Indeed, a pilot scheme was therefore commissioned by his predecessor some months ago to evaluate the viability of an alternative five-team variable system at Harwich Sector. Whilst the pilot indicated some support for the new shift pattern, there remained genuine SMT concerns regarding its sustainability, efficiency and suitability. Following consultation with the staff associations, the BCU Commander decided to retain the existing shift pattern. This decision was unpopular for many at Harwich but was nevertheless correct for the BCU in the circumstances and much management time/effort was invested in explaining the rationale for this decision to staff at Harwich. The Force has apparently researched alternative (four-team) options such as a 12-hour roster and subsequently rejected them, albeit the Inspection team has experience of these being worked successfully in similar BCUs elsewhere in the country. There may therefore be merit in objectively reviewing these options in the context of the experience of other forces.
91. In addition to the above, the BCU has introduced a range of initiatives to improve its overall efficiency. These include the deployment of two civilian investigators within the FMU; four civilian detention officers; one dedicated and highly productive fraud investigator within the TIB; variable minimum strengths for staff; broad compliance with the Force's safe crewing policy; a shared duty officer position with Colchester BCU; and good use of a mobile police station facility operated by a PCSO and a member of police staff. The RMU capably organises staff duties against minimum strengths, albeit with over 2,300 outstanding rest-days to be allocated (an average of 13.5 per officer); there is a need for the RMU to more robustly apply Police Regulations in this regard.
92. Whilst many BCUs currently have a dedicated prisoner processing team as part of their drive to improve efficiency and quality, Tendring BCU rightly recognises the inefficiencies of establishing such a unit with such a small workforce and throughput of prisoners. This position would obviously change if larger 'Bridewell' custody facilities were introduced in the future or if the Force restructured its BCUs. The same principle applies to other facilities such as video identification and Livescan, the former of which is accessible at Colchester BCU albeit travelling time has, in reality, deterred many from using the facility. Not unrelated is the limited cell capacity at Clacton, which is often full at times of peak demand resulting in prisoners being diverted to other, more distant, facilities or in the use of summonses or street bail powers. The Force is alert to this issue and has a project that is currently investigating its options across the county. Locally, however, there is some evidence that alternative powers such as street bail, etc are not always being used as much as they could.
93. Finally, the BCU has an establishment of 32 SC officers who were found to be dedicated, enthusiastic and keen to support the BCU in its achievement of priorities. However, they are disparately allocated across various teams on the BCU and they do not feel fully supported,

trained or properly co-ordinated. Clearly, a balance needs to be struck between recognising their status as volunteers and increasing performance expectations but there is nevertheless scope to consider their integration with community teams on sectors, the creation of a new pan-BCU proactive SC team or a mixture of the two. Such a move represents a considerable opportunity to be grasped and **the BCU therefore needs to review its existing arrangements for the deployment of SC officers so as to clarify their role, ensure maximum support and offer an attractive proposition for their status as police volunteers.**

Leadership

Does the BCU management team demonstrate effective leadership?

94. Tendring BCU is led by a substantive chief superintendent (BCU Commander) who is supported by a DCI (crime and operations), a chief inspector (support) and a DAM, known as the SMT. The BCU Commander is a very experienced senior officer who has held other commands in the MPS²⁰, in corporate support (Essex Police) and has been seconded to HMIC as a lead staff officer. The SMT is relatively small to reflect the size of the command as one of Essex Police's smallest BCUs.
95. The BCU Commander's leadership style is reflective, hands-on and engaging. He draws upon his wealth of experience to good effect and has made gradual adjustments to the BCU over a period of time, conscious of the need not to disrupt performance through unnecessary and excessive change. The BCU Commander enjoys the respect, confidence and support of senior partners, his Police Authority link-members, staff associations and the workforce alike. He is also highly attuned to the needs and concerns of the community and conducts regular reality checks with local community meetings so as to test his understanding. Staff generally consider him to be highly visible, hard working and dedicated to the success of Tendring BCU.
96. The SMT as a group are highly trained and skilled to fulfill their respective functions. All have participated in some form of personal leadership development (including 360 degree appraisal) and the BCU Commander benefited from consultancy support under the Force's 'High 5 Programme'. The SMT has also promoted the Force's ACTION leadership programme and ensured that staff fully engage in the training. As stated above, the command team is relatively small and this has resulted in members of the SMT taking on a broader range of functions than those for which their colleagues on many larger BCUs are responsible.
97. Whilst the arguments for an SMT proportionate to the BCU's size are well understood, there is also a need to ensure command resilience to manage the range of BCU functions and responsibilities that exist whatever the scale. In this regard the DCI (crime and operations) has a considerable and diverse workload to manage. He leads both the CID reactive and proactive teams as well as the four uniformed core teams and the sector teams. This also requires different skill disciplines, the sum of which is potentially difficult to achieve from any one individual. From a staff perspective, this has resulted in a dilution of command accessibility and focus with some issues being decided upon at a lower rank and not always correctly. Indeed, there is a desire from some inspectors and sergeants for increased clarity of command and inclusion in consultation over key decision-making. Not unrelated is the absence of an HR manager at a senior police staff grade (see 'Human Resources' below); this role is filled by a partially qualified uniformed chief inspector. Whilst it is acknowledged that any immediate civilianisation of this role would simply exacerbate the concerns over command resilience discussed above, the introduction of an additional HR manager could potentially release a chief inspector's position to support the crime and operations command.

²⁰ Metropolitan Police Service

98. The above issue of resilience under the crime and operations portfolio is somewhat compounded by the uniformed inspectors' command structure. Each core team is led by an inspector who also has geographical command of a sector plus, in some cases, specific thematic responsibilities. In addition, a single inspector who has no core team responsibilities leads Harwich and Mistley sectors. These five inspectors (alongside their CID colleagues) are led by the DCI (crime and operations) whilst under the separate command of the chief inspector (support); there is a sixth inspector with pan-BCU responsibility for community safety issues including schools liaison, mobile police station and licensing. These separate lines of command for the partnership inspector and the core/sector inspectors are not ideal as they result in two separate points of reference for the command of this critical aspect of BCU policing. Indeed, to exemplify these risks, the Inspection team encountered examples of activity where the two arms of partnership had not fully engaged and this had impacted upon the quality of the tactics applied. In addition, the reality for core team inspectors was that the majority of their time was necessarily spent on core team business and their sector responsibilities consequently received limited attention. This had placed greater responsibility upon sergeants to lead teams and many did so with skill and professionalism. Nevertheless, as acknowledged by staff involved in community policing, there remains a need to increase the clarity, simplicity and consistency of command at the inspector level.

RECOMMENDATION 2

It is recommended that the BCU, in consultation with the Force, reviews its command structure at chief inspector and inspector level. This should be done with a view to increasing resilience in the command of crime and operations and introducing greater clarity/consistency of command for uniformed inspectors' responsibilities.

99. Tendring BCU has very strong corporate governance processes that provide the essential foundation to formalise key BCU strategies, policies and processes. It has published a comprehensive *operational policy and strategy* document that is a single reference point for staff to refer to the BCU's mission statement, strategic intent, key philosophies and policies for a range of functions/activities from complaints to licensing. All actions in support of achieving the policing plan priorities and the aims of various BCU strategies (eg equality, demand management, communication, etc) are detailed within the BCU's three-year EFQM action plan. This document details actions, leads and milestones against the various excellence model criteria and it is used to monitor progress at weekly SMT meetings. In addition, there are a host of explanatory guides, process charts and other points of reference to help staff understand what is required of them for different aspects of BCU policing. These reference points provide the essential underpinning that will help the BCU to achieve enduring success even when key individuals are absent or leave Tendring.
100. Allied to the BCU's system of corporate governance is the implementation of its comprehensive communications strategy and the marketing/publicity work of the jointly funded (with TDC) media officer. The strategy helpfully sets out the desired position for

effective communication within and without the BCU and a range of ways in which it will be achieved. These have included using a consistent communication style, publicising priorities, consultation with staff and communication with the local community. Different modes of communication are used, many of which are consistent with its current IiP accreditation. These include the BCU's in-house quarterly newsletter, various staff meetings, noticeboards, press, use of the internet and intranet websites and systems.

101. Staff morale on the BCU is generally good with particularly high levels encountered amongst PCSOs and community officers. All segments of staff worked well together with good integration and co-operation between them. Perhaps the only exceptions to this are some examples of parochialism and the relationship between uniformed and some longer-serving CID officers with sporadic examples of alleged unreasonable selectivity.
102. An important aspect of leadership relates to the action taken at all levels when critical incidents occur, as such incidents have the potential to significantly impact upon the overall reputation of the Force. Such incidents have been clearly defined and communicated to staff by the Force. For Tendring BCU, critical incidents thankfully rarely occur but it is from unfamiliarity that risk is spawned and the Inspection team was concerned by a lack of awareness amongst junior uniformed staff of the action required during the golden hour of such incidents. **The BCU is therefore encouraged to improve awareness amongst junior staff of the essential action required of them during the 'golden hour' stage of critical incidents.**
103. In addition and at the time of Inspection, the BCU had recently initiated the investigation of an allegation of corporate manslaughter whereby a lady died whilst a patient of the local NHS trust following a referral by HM Coroner. The enquiry is being led by the DCI (crime and operations) alongside his existing BCU responsibilities and a team of one DI, one DS and two DCs from the BCU to support him. It was not being treated as a critical incident despite the allegations concerning the actions of a public body, their gravity and its significant potential for media attention. The Inspection team has reviewed the policy file and is concerned about the potential impact that running such an enquiry from the BCU could have upon daily business and that it is not being treated as a critical incident with the associated actions that usually follow.

RECOMMENDATION 3

It is recommended that the BCU reconsiders whether the enquiry into the death of a female NHS patient should be treated as a critical incident and that it seeks a corporate review of whether it should now be investigated by the Force major investigation team.

Self-review and Learning

104. As stated under 'Crime Management' above, Tendring BCU has greatly exploited the natural links that result from the co-location of the CMU, QA and training units. This unusual combination has led to the identification of issues and the consequential training requirement, policy creation (for those relating to crime management) and the implementation of auditing

mechanisms to promote compliance. From an organisational learning perspective, the QA unit acts as the BCU's engine room to identify both opportunities and threats and to present options for action for the SMT to consider. This is achieved by assisting the BCU Commander with the annual planning process and its internal (EFQM) change plan but also through regular local inspection and audit. These follow the Force's annual programme of higher risk themes for inspection/audit that is applied locally and through the identification and progression of additional themes for inspection/audit that are specific to Tendring BCU. The retention of a capacity to undertake these 'local' inspections/audits is essential, as BCUs will always differ in some of their opportunities and threats in accordance with their leadership, culture and policing challenges.

105. On a personal level, the BCU encourages personal development through the medium of first line-supervision and the PDR process. Indeed, the SMT itself has led by example with all its members engaging in some form of personal development ranging from participating in the Force's management development programme to taking an IPD qualification. As discussed under 'PDR and Sickness Audit' below, PDRs are treated seriously and good systems are in place to promote timeliness and quality. The personal development section of PDRs informs the training requirement for the BCU with input either being configured according to 'clusters' of need (ie, against common themes) or by individuals attending Force modules as appropriate. This broadly works well albeit there are some concerns from staff that not all in-year legislative training needs are readily identified. The BCU has also fully embraced the Force's ACTION leadership programme and many staff who attended spoke of its positive value in terms of personal and organisational development.

Human Resource (HR) Issues

106. At Tendring BCU and in common with all others in Essex Police, the HR function is led by the chief inspector (support) and he is supported by a small team of 2.5 members of police staff from the RMU. The incumbent postholder is partially IPD qualified and seeks advice from Force HR specialists on more complex issues as and when required; his responsibilities include PDRs, sickness monitoring, probationers and strong links to training that resides within the QA unit (see 'Self Review and Learning' above).
107. The BCU has many effective systems in place to monitor themes such as staff sickness, completion of PDRs (see below) and training attendance. These work well and the Inspection team was impressed by the thoroughness of PDR scrutiny and the personal commitment and dedication from the chief inspector (support). He personally signs-off every completed PDR and regularly dip-samples them for quality control. Compliance with the Working Time Directive is regularly monitored with links to regular generation of a 'high earners' report and management interventions taking place as necessary. All new staff are seen by the BCU Commander and chief inspector (support) upon their arrival and probationers are again seen by the BCU Commander towards the end of their probation period.
108. The training unit delivers mandatory training to staff as a priority and it also manages to deliver locally determined training when the training needs analysis (TNA) justifies such as course (see also 'Self Review and Learning' above). Different modes of training delivery are

considered and used depending upon the theme concerned with the most efficient and effective approach taken. However, as mentioned above, not all staff feel that their needs are being fully met and there is a need to both improve the communication of training solutions as well as to ensure the TNA process for the in-year requirements of CID and core team officers is effective. **The BCU is therefore encouraged to review its TNA process for in-year requirements and to ensure that the mode of training for themes is properly communicated to staff.**

109. Staff movements within and without the BCU are overseen by the chief inspector (support) on a day-to-day basis with periodic workforce planning meetings being held. Even with a relatively small workforce such as that at Tendring, there remains a need to routinely meet with other SMT members and the RMU to decide upon and/or ratify decisions regarding staff postings, transfers and strengths. This should be strongly informed by the NIM control strategy whereby the BCU's resource requirement is used to prioritise staffing decisions with a proper audit trail of minutes or decision sheets available to all BCU supervisors and categorised under the FOI²¹. **The BCU is urged to formalise its resource management meetings, the decisions of which should be informed by the NIM control strategy, properly communicated to supervisory staff and correctly recorded.**

Diversity Issues

110. The BCU Commander rightly champions diversity issues for the BCU and works to implement the Force's equality of service strategy with specific actions allocated to SMT members, documented in the three-year EFQM plan and monitored at SMT meetings. The strategy has the overarching aim of increasing trust and confidence through the following guiding principles:
- Ownership;
 - Maintaining standards;
 - Tackling intolerance;
 - Effective alliances; and
 - Encouraging confidence.
111. The strategy was published at the end of 2004 and whilst relatively new, the Inspection team was confident that actions in support of it would be diligently progressed by the BCU and help to achieve its stated aims. Indeed, many elements have already been actioned such as the routine audit and inspection by the QA unit into the use of police powers to examine disproportionality issues. In summary, the BCU has fully embraced the strategy and promoted its implementation and rationale.
112. The workforce of the BCU comprises an establishment of 173 police officers, 78.49 members of police staff (including 17 PCSOs) plus 2.19 BCU funded posts. Some 26% of police officers on the BCU are female whilst only one member of staff is from a visible ethnic minority group. The BCU has fully embraced flexible and part-time working with 11 police officers and 24 police staff working on a part-time basis and three police officers working

²¹ Freedom of Information Act

compressed hours. There is one member of police staff who is registered disabled and two others (one police officer and one member of police staff) currently being assessed. There have been no fairness at work issues raised during the past year. All staff from minority groups have access to support networks organised at a Force level and the Inspection team encountered no evidence of the use of inappropriate comments or behaviour.

PDR and Sickness Audit

113. For the last three years within Essex PDRs are completed for all staff on an annual basis and are due for submission in April each year; they are then subject to a six-month review in October. Records of PDRs are maintained on a spreadsheet within the administration unit; this is used proactively and effectively by the chief inspector (support) to drive the process.
114. In addition to leading the process the chief inspector (support) regards his role as providing quality assurance. He also identifies training and development opportunities as another aspect of his role with a second level of QA conducted by the personnel administrator. PDR records reveal that compliance rates are very high with all PDRs submitted as required.
115. It was noted that no PDR management information is included in the BCU MMR that supports the DM meeting. This area has been identified and the BCU is waiting to evaluate the management information that will be available to it when the new NSPIS HR package becomes available.

PDR Forms Inspection: Findings

116. Prior to the visit, the audit team requested PDRs from a variety of ranks and departments including a number of police staff. Details of the Inspection findings are shown below.
117. The following PDRs were examined:
 - One chief inspector.
 - Four inspectors.
 - One detective inspector.
 - Five sergeants.
 - Three DSs.
 - Ten PCs.
 - Four DCs.
 - Ten support staff (including one PCSO).
118. The PDR form is designed to ensure that objectives are tailored to the policing plan (some of them are handed down from HQ and are designed to reflect divisional targets). They are also expressed on the form in the SMART format.
119. The standard of completion was excellent. Appraisees have the option to complete their own development plan and on about half of the PDRs scrutinised the subject had chosen to exercise that option. As the reporting year had just ended, a mixture of last year's and this

year's reports were seen. Reports for 2003/04 were all fully completed, signed and QA checked. Interim reviews had also taken place towards the end of the year and 2004/05 reports were similarly complete and comprehensive. It was apparent that the chief inspector takes an active role in both the completion and checking of these reports.

Probationers

120. Seven probationer professional development portfolios were examined. Again, these were comprehensive, detailed and meticulously maintained and it was clear that much effort went into the maintenance of these and again the comments of the support manager were in evidence. The overall tone of the plans was consistently encouraging.

Sickness Monitoring

121. Sickness/attendance management is the responsibility of the officer's line manager and the HR unit monitors sickness/restricted duties and maintains all relevant records. Sickness levels for police staff have been rising during the last year but are still well within Force targets. Sickness levels for police officers give some cause for concern.
122. The current sickness statistics are shown below:

	Force Target	Year to date	Last year to date
Police Staff	8	6.5	5.8
Police Officers	6.7	8.7	7

Data as of February 2005 based on average number of days lost in a year

123. Research was conducted into the causes of high levels of police officer sickness and these were identified as due to long-term sicknesses requiring extended medical or surgical treatments with no pattern or causes identified.

Financial Management

124. To assist the BCU Commander in meeting his fiscal responsibilities, the DAM maintains a daily overview of the BCU budget. The budget for 2004/05 was £7.8m and to the BCU's credit, its outturn figure was a £107k underspend, £78k of which has been approved by the Force to be carried forward into the current financial year. Notwithstanding the size of budget, there remains a relatively small proportion that could be considered manoeuvrable and much of this falls within the category of police overtime. The budgets for this are delegated to inspectors and police staff equivalents, monitored robustly and regularly reviewed at performance meetings. This could be further enhanced by embedding budgetary requirements within PDRs and publishing financial management information within the MMR.
125. The BCU has successfully secured match funding for six of its 17 PCSOs that has greatly offset their costs, albeit the tapering of Home Office funding will need to be managed in conjunction with strategic partners. Aside from costs recovered from the Immigration Service for housing prisoners, the BCU engages in little sponsorship or income generation

activity. For a relatively small BCU, this represents a financial opportunity that should not be missed. There was a good awareness of efficiency planning and potentially eligible initiatives are being captured by the DAM from decisions taken at SMT meetings and from the EFQM plan. However, there are concerns that any cashable savings identified could result in a commensurate reduction in the BCU budget; this acts as a disincentive to identify this type of efficiency saving in the first place.

126. The BCU follows the requirements of the FOI Act thoroughly and this is reflected in the published status of minutes from meetings. Health and safety meetings are routinely held and workplace risk assessments are conducted with action plans for higher risk assessments created accordingly.

Conclusions and Recommendations

Conclusion

127. Tendring BCU is one of Essex Police's smallest commands and yet presents some specific challenges, not least that of maximising capacity whilst having to provide the same common pan-BCU functions as all other BCUs with proportionately fewer staff. The command team has ably risen to this challenge under the experienced and competent leadership of its BCU Commander. Functions have been shared both within Tendring and between BCUs, efficiencies have been robustly pursued and policing demand is being reduced.
128. The BCU has clear direction from its command, good performance management and a strong proactive intelligence culture. There are excellent systems of corporate governance within the BCU with documented strategies, policies and procedures thereby helping to underpin how policing is delivered beyond the tenure of any one leader. There is a mission statement and strategic intent that details the policing style and priorities and its application is amply demonstrated by BCU staff. Staff morale is good and problem-solving work arguably one of its greatest strengths, with many first class examples of its day-to-day application encountered by the Inspection team.
129. These strengths are reflected in the BCU's good performance against priorities both over time and against its MSBCU group. Indeed, Tendring is currently placed in the top quartile for TNOs and violent crime per 1000 population and is in the second quartile for all other priority crimes except for vehicle crime (third quartile). Sanction detection rates are equally impressive with performance against all key crime types (except robbery) placing the BCU in the second quartile of its MSBCU.
130. Without detracting from these successes and the excellent progress clearly made by the BCU in recent years, there remains scope and opportunity to enhance policing yet further. These are detailed within this report and its recommendations and include action to enhance the strategic engagement of partners and to review, simplify and improve the lines of command for inspectors within the BCU. The BCU Commander and his team are aware of these opportunities and are more than able to respond to the challenge. Such action will help Tendring BCU to positively build upon its current successes and enable it to achieve even greater performance in the years ahead.

Recommendations

131. The Inspection team has made the following recommendations that will contribute to the drive for continuous improvement displayed by the BCU. It is recommended that the BCU:
 - i. Reviews its CDRP structures in consultation with its key stakeholders with a view to making them dynamically drive new and emerging problem-solving initiatives and the co-ordination of PPO work under its CSS.

(paragraph 22)

- ii. In consultation with the Force, reviews its command structure at chief inspector and inspector level. This should be done with a view to increasing resilience in the command of crime and operations and introducing greater clarity/consistency of command for uniformed inspectors' responsibilities.
(paragraph 97)
- iii. Reconsiders whether the enquiry into the death of a female NHS patient should be treated as a critical incident and that it seeks a corporate review of whether it should now be investigated by the Force major investigation team.
(paragraph 102)

Areas of Potential Good Practice

132. The Inspection team acknowledges the following areas of good potential practice:
- i. **QA Performance Management Peer Review** – every month the BCU Commander holds a performance meeting with his inspectors and this is always preceded by a 'peer review' session between the QA inspector and each of his peer inspectors. The review comprises an exploratory examination of strengths and areas for improvement using MMR and inspection/audit data. This serves to effectively inform and direct discussion at the main monthly meeting.
(paragraph 37)
 - ii. **The D Beat Initiative** – this initiative was established some three years ago to deal with a challenging and specific policing problem within Clacton town centre. Staff on the team have listened and responded to community concerns, regained their trust and taken positive action through problem-solving techniques. This has resulted in reductions in crime and anti-social behaviour and a consequential reduction in demand.
(paragraph 52)
 - iii. **Evidence Advisor Role** – this role was innovatively created to improve the quality of case construction, sanction detection rates and intelligence gathering with persons in custody. Clearly dependent on the incumbent postholder, it has achieved these aims and much more with the post playing a pivotal role in attaining offences TIC'd and in nurturing the investigative skills of many junior officers.
(paragraph 61)
 - iv. **Fraud Investigator** – this post is positioned within the TIB and the incumbent has investigated no fewer than 73 cases since January 2005. Contacts have been developed with local financial institutions and levels of support have been agreed with them. This has ensured that these often complex investigations are managed efficiently and effectively whilst also managing the expectations of complainant organisations.
(paragraph 90)
 - v. **Three-Year EFQM Plan** – an integral part of the BCU's planning process, this plan helpfully uses the excellence model to categorise internal change management themes arising

from its various strategies (eg, diversity, demand management, etc) and to support delivery of the annual policing plan. Leads, milestones and dependencies are identified and the document is used to monitor progress at SMT meetings.

(paragraph 98)

- vi. **Co-location of the CMU, Training and QA Unit** – no doubt an essential economy of scale for a small BCU, this unit also has the benefit of some first-class individuals being deployed therein. No opportunity is lost in realising the links between the three different functions and for the BCU to benefit from apparently seamless problem identification, solution, policy creation and compliance testing.

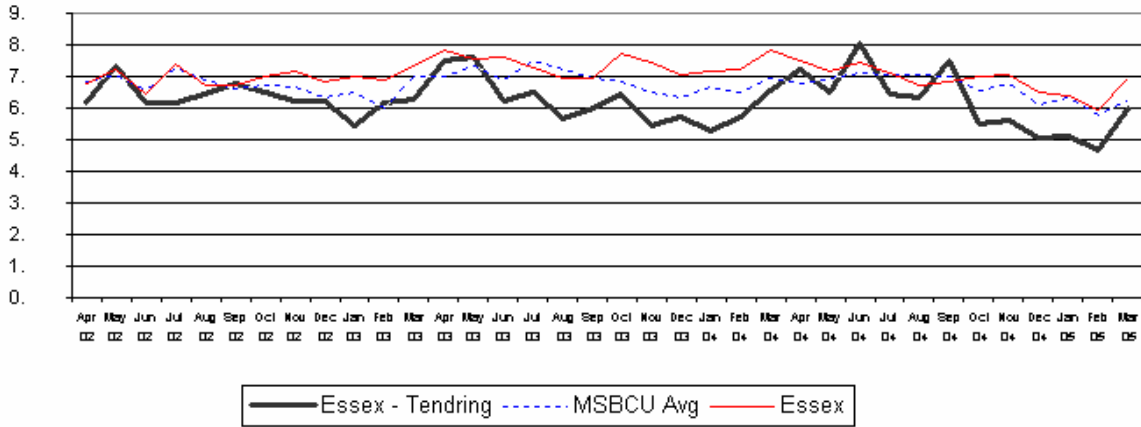
(paragraph 103)

Items for Management Consideration

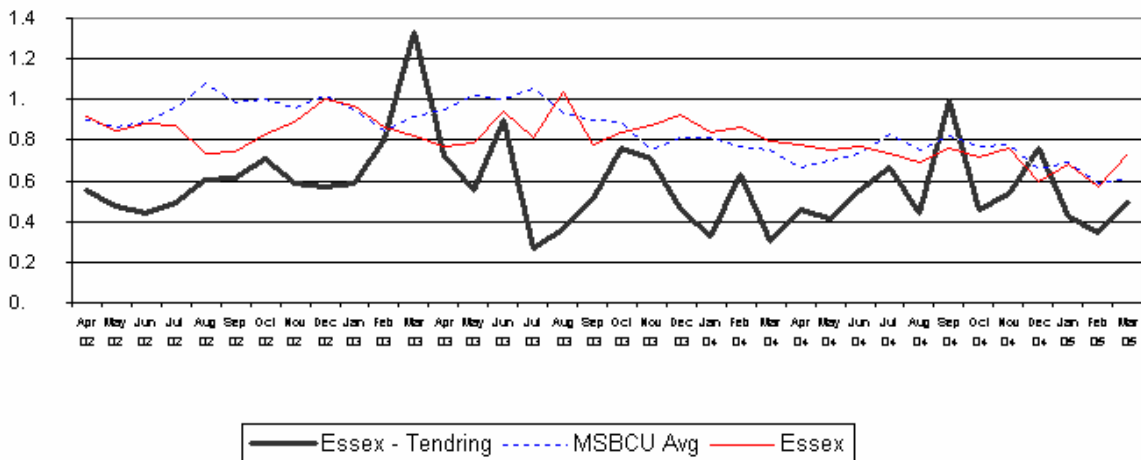
133. There are also various suggestions that the SMT may wish to consider contained within the body of the report (**emboldened**), mainly from data gathered by the Inspection team or from BCU staff participating in focus groups or interviews.

Annex A

BCU Performance Tables

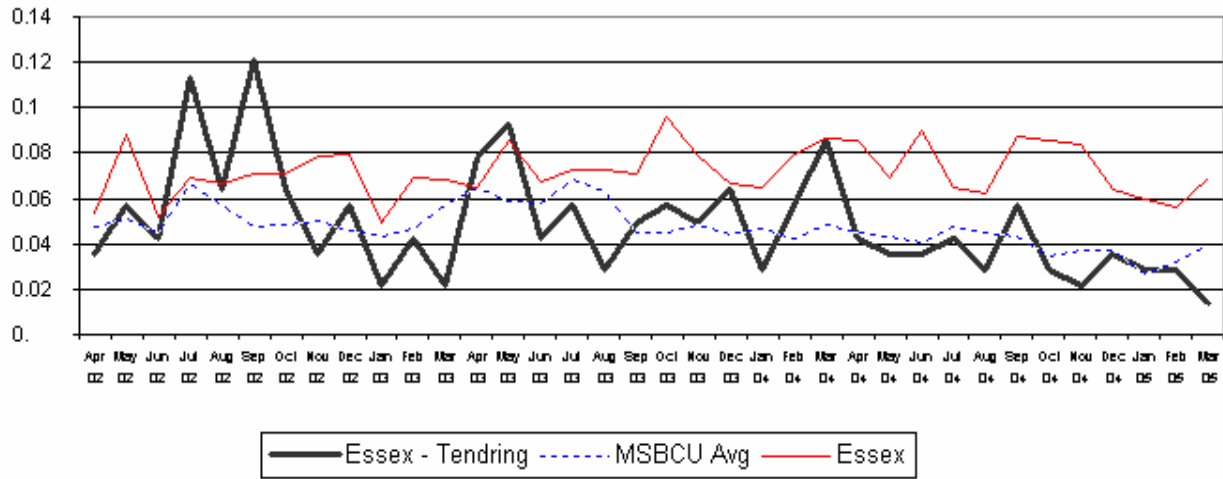


Comparison Chart - Crimes per 1000 Residents Essex - Tendring All Crime 'Most Similar' BCUs 01 Apr 2002 - 31 Mar 2005

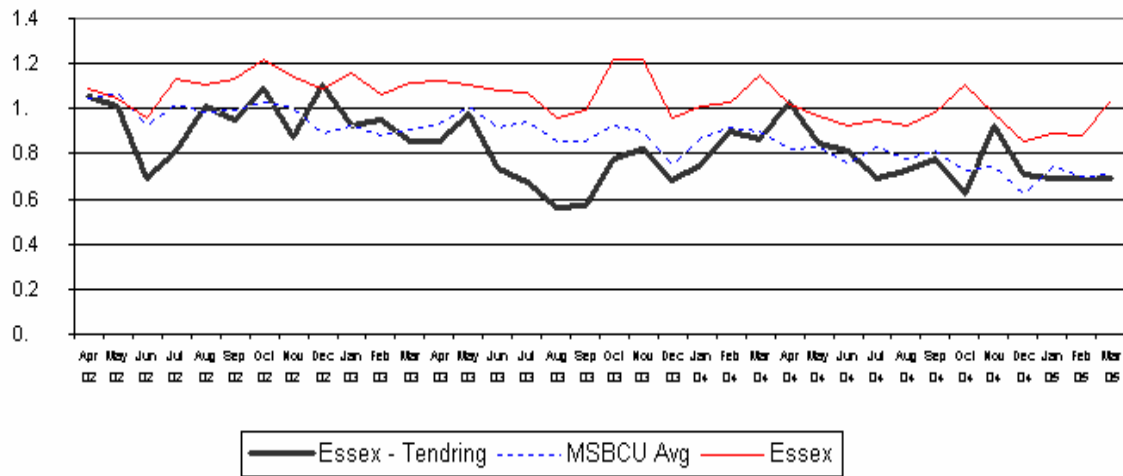


Comparison Chart - Crimes per 1000 Households Essex - Tendring Domestic Burglary 'Most Similar' BCUs 01 Apr 2002 - 31 Mar 2005

Inspection of Tendring BCU - Essex Police
May 2005

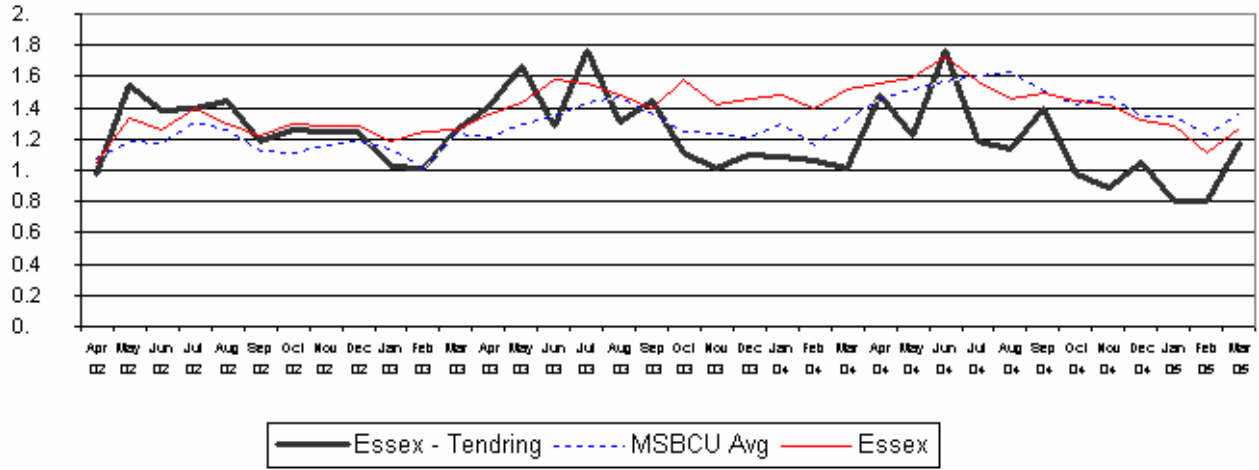


Comparison Chart - Crimes per 1000 Residents Essex - Tendring Robbery 'Most Similar' BCUs 01 Apr 2002 - 31 Mar 2005



Comparison Chart - Crimes per 1000 Residents Essex - Tendring Vehicle Crime (excluding Vehicle Interference) 'Most Similar' BCUs 01 Apr 2002 - 31 Mar 2005





Inspection of Tendring BCU - Essex Police
May 2005



Comparison Chart - Crimes per 1000 Residents Essex - Tendring 'Most Similar' BCUs 01 Apr 2002 - 31 Mar 2005

Boston Box

2004/05 performance compared to 2003/04

<p>Good - getting better</p> <ul style="list-style-type: none"> TNO per 1000 population Domestic burglary per 1000 households Robbery per 1000 population Vehicle crime sanction detection rate Violent crime per 1000 population TNO sanction detection rate Violent crime sanction detection rate 	<p>Good - getting worse</p> <ul style="list-style-type: none"> Domestic burglary sanction detection rate 
<p>Poor - getting better</p> <ul style="list-style-type: none"> Robbery detection rate 	<p>Poor - getting worse</p> <ul style="list-style-type: none"> Vehicle crime per 1000 population 

Good - getting better = Better than MSBCU group average and better than previous year.
Good - getting worse = Better than MSBCU group average but worse than previous year.
Poor - getting better = Worse than MSBCU group average but better than previous year.
Poor - getting worse = Worse than MSBCU group average and worse than previous year.

Annex B

BCU Family Groups

In 1999 the Home Office commissioned a study by Leeds University to prepare two sets of 'families': one of crime and disorder reduction partnerships (CDRPs) and one of police basic command units (BCUs). In both cases the families were to be formed by grouping together areas with similar socio-economic and demographic characteristics. A project group composed of representatives from HMIC, RDS, ACPO, APA, Superintendents' Association, LGA, the Audit Commission and Leeds University guided the work.

The CDRP families were published in the PCRG Briefing Note 3/00 (July 2000) and used in the RDS Recorded Crime Statistics bulletin for 1999/2000 (July 2000). The approach has now been refined by Leeds University involving the development of a new set of BCU families that use the CDRP families as their basic structure where possible (the CDRPs are coterminous with local government areas and can therefore be created using the mid-1998 population estimates). Remaining BCUs that do not fit into this structure are then allocated a family by the grouping method, as before.

As of 7 July 2004 due to the new most similar groupings of BCUs (MSBCU) instead of BCU families, Tendring BCU is now grouped with the following BCUs:

BCU	Force
Central	North Wales
East Downs	Sussex
East Surrey	Surrey
Eastern Suffolk	Suffolk
Forest and Gloucester	Gloucestershire
Hastings and Rother	Sussex
Isle of Wight	Hampshire
North Somerset	Avon and Somerset
Somerset West	Avon and Somerset
South and West Devon	Devon and Cornwall
South Worcestershire (C Division)	West Mercia
Tendring	Essex
West Downs	Sussex
West Kent	Kent
Western Dorset	Dorset