

**HM Inspectorate of Constabulary  
South of England Region**

**Inspection of Southampton OCU  
Hampshire Constabulary**

**February 2007**



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## 1. Executive Summary

- 1.1 Southampton operational command unit (OCU) rightly has a reputation as a busy police area and the staff displayed both a pride in the place that they worked and an enthusiasm to provide the best possible service to the people of Southampton. This was despite high demands placed upon them, not only in terms of workload but poor infrastructure in relation to buildings and IT support. Hampshire Constabulary is very well aware of these issues and is working hard to replace the less than satisfactory central police station, and has spent considerable time in attempting to resolve the initial problems experienced with the Niche RMS computer system. External consultants considered RMS to be a functional vehicle for the Force but found staff “do not yet have a clear road map”.<sup>1</sup>
- 1.2 Buildings can be replaced but the reputation of the RMS system has been so badly damaged in the eyes of some staff that it will take some time to recover, regardless of how much the operability has been improved. The inspection team found that some staff were blaming RMS for inefficiencies that, when tested and probed further, were clearly down to user error. On occasions this could have been through lack of knowledge or training but others were obviously due to users not fulfilling minimum requirements, and then blaming the system when ‘tasks’ were returned.
- 1.3 There were clearly problems when the RMS system was launched in April 2005 and although teething problems are to be expected with any new system, the issues and affect upon the Force as a whole were considerable. It would not be helpful to cover those problems here, as they are well known and recognised by the Force, but it should be added that Niche RMS was more than just a new computer system, it was a complete reconfiguration of the way Hampshire Constabulary does its business.
- 1.4 Hampshire Constabulary has shown significant rises in volume crime and the Force was cognisant to the problems, requesting the Police and Crime Standards Directorate (PCSD) to carry out a diagnostic review of sanctions detections in September 2006, resulting in 23 recommendations. This rise in crime was reflected on the Southampton OCU, hence the HMIC inspection. The Southampton OCU has seen rises in the period February 2006 - January 2007, of vehicle crime (17.86%), violent crime (16.79%) and robbery (39.64%). The sanction detection rate for vehicle crime is low at 5%, and the detection rate for burglary dwelling has fallen from 17% to 15%. The introduction of RMS is also acknowledged as impacting on crime recording, with more accurate data capture reflected in some of these figures but the subsequent loss of performance data meant the OCU was unable to respond swiftly. Since data became available in September 2006 there has been a significant upturn in performance, with the OCU performing better than some others in Hampshire.

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<sup>1</sup> Mentis Management Consultancy Report October 2006

- 1.5 Southampton OCU appears to be steadily improving its performance but to sustain that improvement and to break it from its current reactive cycle, the inspection team highlights the following issues and areas of concern. These issues will be dealt with under the appropriate domain heading, but for ease of reference here and for the purposes of this summary they are linked as far as possible in a logical sequence.

#### Leadership

- 1.6 The positive and friendly attitude displayed by all staff, be they reactive teams, detectives, NPT officers, PCSOs or police staff, can be attributed in part to the manner in which the OCU is led. In terms of skill and experience the senior management team (SMT) is a balanced team. Some members are well established in post, others have arrived more recently, bringing new and innovative ideas. The staff focus groups, leadership audit and interviews revealed that the recent changes in the SMT were seen as positive but staff also indicated that the OCU commander and superintendent who have served on the OCU for some time were visible, approachable and genuinely concerned about staff. This is an improvement on a previous survey that indicated that staff felt the top team could be more visible, and a positive reflection upon their ability to receive feedback and act upon it.

#### Performance Management

- 1.7 The first requirement before performance can be delivered is leadership and direction, which Southampton clearly has, and staff indicated they were aware of the drive for improved performance. Some were aware of their personal or team targets for sanction detections in priority crimes, others were not – even some supervisors. There is an effective performance meeting held on the OCU and SMT members were abundantly clear what was required of them. The blocking point appeared to be at inspector or first line supervisor, and although it was indicated that teams should have ‘balanced scorecards’, the information readily to hand lacked sophistication and did not appear to be easily absorbed by the average member of staff. The Southampton OCU has previously been recognised for its improved performance, as a result of a performance regime introduced in 2003. This was interrupted by problems in obtaining performance data, as alluded to above, leading to some staff believing the impetus for performance to be relatively new. One of the means of reinvigorating this drive for performance is to make all staff aware of what is required of them, and not simply in terms of sanction detections. No less important will be the neighbourhood teams and early consideration should be given to meaningful performance measures, and thus set the criteria for success for NPTs, which is too often an after thought on other command units.

#### Supervision

- 1.8 The inspection revealed a lack of active supervision, in part due to the shortage of sergeants, there being a number of officers undertaking acting sergeant duties. The inspection team felt however, that it was chiefly due to supervisors not gripping issues, often using the excuse that staff were busy for not taking any action. The impact of RMS is a factor, as supervisors struggle

with outstanding tasks on the computer. There were examples given of sergeants who had not tackled issues but the inspection team also observed some good supervisory interventions. So the picture is mixed, but it is important that supervisors are given direction by their inspectors and managers, and the OCU needs to hold supervisors to account to ensure all staff are fully engaged in improving performance.

#### NIM

- 1.9 The principles of NIM appeared to be well understood but its more effective use could be assisted by greater direction given to targeted patrol teams (TPT) through TTCG. The OCU benefits from a dedicated tasking team that responds to daily and fortnightly tasking (which the inspection team considered potential best practice), but this appears to leave a vacuum on TPTs, and there was little evidence of directed tasking at either shift briefing attended. What tasking there was occurred as a result of the initiative of the sergeant present, and not as a clear requirement. The TTCG process observed was good and the intelligence unit was well managed but again the SMT appeared to be let down by lack of follow through and accountability at the next level. This would be the time to review the briefing product and ensure supervisors are trained or at least aware of what are the required outcomes from briefings.

#### Use of Resources

- 1.10 Resources on the OCU are not generous compared to other OCUs but a number of other pinch points became apparent and these appear to be having a negative effect on performance. Many officers complained of poor call management and being allocated tasks that did not, in their opinion, require the attendance of a police officer. This area is being actively developed by the Force and Hampshire is leading in the non-emergency telephone number pilot, but it cannot be overstated how important this area of work is for overall efficiency. There needs to be a clear crime screening policy that is understood by all staff and further development of 'desk-top resolution', with the volume crime resolution unit appearing to work well but under resourced. This would make significant inroads into breaking the reactive cycle.
- 1.11 At the time of the inspection there appeared to be a general lack of clarity on task allocation, be it between CID and major crime, CID and uniform officers, or TPT and NPT officers. The recently introduced crime screening policy will assist in this regard, but it is important supervisors ensure that it is adhered to and add additional clarity where necessary.
- 1.12 The OCU works a 2x2x2 shift pattern and it was repeatedly pointed out by managers to the inspection team that this causes a number of significant problems, not least the fact that officers believe that they only have two effective days to investigate crime out of a pattern of ten. The plus side, that officers would be loath to sacrifice, are blocks of four rest days at the end of six working days. A number of other units mirrored the same shift pattern, even when inappropriate and the explanation given was that 'it is the

Hampshire police preferred model'. Clearly they wished to have access to the same blocks of rest days, which is achieved by the staff working extended hours. The result is fewer days when officers are available to be contacted by victims and witnesses. This was acknowledged by the CID, who changed their shift pattern to increase the number of days they were contactable and able to carry out investigations. It is not suggested that blocks of rest days are removed from the pattern entirely, quite the reverse as HMIC acknowledges the benefits to officers working shifts, but the frequency is the issue. Shift patterns and matching resources to demand is a complex and sensitive issue, but this theme was so consistent as to warrant the Force undertaking a review.

### Custody

- 1.13 The staffing in custody appears generous for the throughput of detainees and yet it is accepted across the OCU that significant delays are now standard. Again RMS is held largely to blame but the inspection team do not share the view that it is the only cause. There is only one 24 hour custody site but this is sometimes closed during busy periods because it has reached capacity. This directly and negatively affects the OCU's performance.
- 1.14 Certain customs and practices have become the norm in custody that would not be accepted elsewhere; for example the frequent re-bailing of offenders that appears to be the default position to reduce immediate workloads, but is highly inefficient. The superintendent operations has some innovative ideas on how to increase capacity and the newly introduced bail spreadsheet should assist but more is needed. The custody processes should be independently reviewed and bench marked against custody sites outside the Force, to obtain a fresh perspective.

### Volume Crime

- 1.15 The OCU had problems with the number of outstanding named suspects (previously 600) and as a result resourced an initiative to deal with this. Due to poor supervision (and possibly the shift pattern) the situation appears to be deteriorating again and processes need to be setup to ensure effectively dealing with named suspects is core business.

### Neighbourhood Policing

- 1.16 The OCU has taken the decision to proceed carefully with the implementation of neighbourhood policing and the inspection team were impressed with the amount of genuine enthusiasm expressed by relevant staff and managers. There are potential areas of conflict, some of which the SMT are already aware but are no less important for that. These include the general lack of clarity over the role of neighbourhood police teams (NPTs) and what they will be dealing with; how their success will be measured; knowledge of their role by other staff; and lack of harmonisation of duties between NPTs and PCSOs. The SMT have held back from communicating details of neighbourhood policing until there is clarity on the approach. Once their plan is ratified by the Force the OCU will have to move quickly to communicate and reinforce the principles and importance of NPTs to all staff.

## Human Resource Management

- 1.17 The OCU's performance on sickness management is very good and completion rates for PDRs are high. A number of PDRs were examined and the standard of completion was found to be disappointing, with many not having any objectives and those that did were not 'smart', although some did have sanction detection targets. Interim reviews are not the norm and the emphasis appears to be on completion and not quality or content. The PDRs need to be directly linked to the individuals' performance targets, to emphasise both as being equally important, and reinforce the importance of the staff review process.

## Diversity

- 1.18 A race and diversity strategy needs to be developed to ensure key staff have diversity objectives with action plans, and that diversity requirements are more widely understood. There has been some work on the Gender Agenda but it is yet to be fully embraced. There is an intention to re-instate the diversity action group, and develop an equality and diversity strategy plan, although there appears to have been limited progress on this at the moment.
- 1.19 There is good involvement with local communities; for example with the Polish community; but these links need to become more formalised to ensure consultation with and involvement of minority groups in policy development, implementation and monitoring. The IAG only meets periodically, and the SMT may find that without regular meetings, the membership may evaporate over time and not be there when the OCU really needs it.

## Summary

- 1.20 The OCU has many young officers on the reactive teams but also experienced officers in key roles, to lend them support. There was a dynamic quality found on the OCU, a 'buzz' that other command units would envy, and staff should be genuinely proud of the service they provide.
- 1.21 It would be natural to focus on some of the negatives but equal attention should be paid to the positives. The SMT are very aware of many of the issues highlighted in this report, and as a management team take a strategic perspective and are forward looking. This report will reinforce their commitment to turn things around on the Southampton OCU, a process that has already started. On those problems the management team are already aware of the report lends further evidence; on others it provides an insight that only an external inspection can easily provide.



## Recommendations

1. Performance management within teams and sectors needs to be reviewed to reflect the good practice elsewhere on the OCU. Meaningful personal performance objectives or a 'balanced scorecard' should be developed, directly linked to PDRs, and contain qualitative rather than just quantitative measures, such as sanction detections. Sectors should have a matrix of performance indicators that routinely include outstanding DNA/forensic hits, named suspects and overtime usage, amongst others.
2. There is a need for more intrusive supervision with clear direction on what is expected from staff. It may be helpful to link this to the new performance regime.
3. The briefing process should be reviewed; incorporating training and guidance for supervisors; visual aids; briefing product; and importantly ensuring that officers are directly tasked, together with reporting and follow-up systems.
4. The SMT needs to ensure adherence with the recently agreed force crime allocation policy implemented. This will be essential with the development of neighbourhood policing.
5. The Force should undertake a review of the current shift pattern, and make adjustments as appropriate to ensure the best match between demand and resources.
6. The OCU should, together with the force Custody Team undertake a thorough review of custody processes, benchmarking against similar OCUs, and continue to develop innovative ideas on joint working with other OCUs.
7. The HR department needs to develop further its PDR processes to ensure they assist in driving performance and are not merely an administrative function.
8. The OCU needs to develop and implement a diversity strategy.

## **Good Practice**

The inspection team were particularly impressed with the contribution made by the following teams;

- Prisoner Interview & Intelligence Team
- Tasking Unit
- Prolific Offenders Unit
- Volume Crime Resolution Unit

The communications strategy is an example of potential best practice.

There was generally excellent management and leadership within CID.

The Intelligence Unit and IMU were noteworthy examples of teams well managed.

The OCU performs well in the management of staff absences.

There were examples of good partnership working found on the OCU, such as joint working on ASBOs.

Linked to the OCU Neighbourhood Policing project was a criminal damage project. This has identified six hot-spot areas across the city, a recovery plan has been developed and a comprehensive residents' survey has been commissioned in each area to ascertain local priorities and concerns. Viewed as potential best practice by the inspection team.\*

Thornhill neighbourhood policing project is an example of a successful pilot.

Operation Phoenix – A significant operation targeted at drug related crime in Southampton, causing a major disruption to the class A drug supply network. A key part of the operation was consolidation to stop the created vacuum being immediately taken over. This was driven in the areas of education, treatment, and community participation with an early and continued engagement with the local media.

## 2. Introduction

- 2.1 Basic command units (BCUs: sometimes known as operational command units as at Southampton) are a fundamental building block in the delivery of policing services. Aligned to communities, BCUs represent the local interface with the public and are therefore highly influential in the police service's aims to reduce crime and disorder, and to increase community confidence. BCUs vary in size and composition according to the areas they police. All share responsibility for the delivery of the national community safety plan as it affects them and, with Crime and Disorder Reduction Partnership (CDRP) colleagues, the delivery of the local community safety strategy (CSS) priorities. As such, individual BCUs will continue to be subject to increasing scrutiny of performance from both Government and local communities.
- 2.2 The range in performance outcomes between BCUs presents an opportunity for continuous improvement and to maximise the efficiency and effectiveness of this tier of policing. A key ingredient of successful BCUs remains focus, with the most successful being those that maximise focus through effective leadership at every level. Such BCUs also have a performance management framework that strikes the right balance between holding individuals to account, and providing support for those in most need. The NIM will be fully embedded and mainstreamed throughout the BCU, driving all types of proactive intervention through the systematic and skilled interpretation of intelligence. Successful BCUs will also have a thorough appreciation and desire to meet the needs, wishes and expectations of their primary customer - the communities they police.
- 2.3 Following a five year rolling programme of BCU inspections, HMIC has since moved to a more intelligence-led approach whereby only a small number of BCUs are selected for inspection. This follows an examination of their relative performance within their MSBCU group, together with a detailed review of their self-assessment, which was completed as an integral part of the review process. All BCU inspections are now directly aligned to the Baseline Assessment frameworks and police performance assessment framework (PPAF) domains, and evidence gathered at the BCU tier can easily be used to help assess overall force performance.

### Aims of BCU Inspection

- **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.**

- 2.4 The inspection of Southampton OCU in Hampshire was conducted between 5<sup>th</sup> February and 15<sup>th</sup> February 2007. This report sets out the inspection findings, highlighting areas of good practice and making recommendations for

improvement where appropriate. Her Majesty's Inspector thanks the officers and staff of Southampton OCU for the co-operation and assistance provided to members of the inspection team.

2.5 The inspection of Southampton OCU consisted of the following core stages:

- Pre-visit data and analysis of OCU self-assessment
- Leadership Audit
- OCU Inspection
- Feedback to OCU
- Reporting

2.6 During the inspection a total of 34 structured interviews and focus groups were conducted, involving over 72 individuals and partnership agency representatives. An audit of crime files was undertaken as RMS made it difficult to audit crime reports, and thirty staff PDRs were examined. Other than the OCU headquarters, four visits to other stations were made where additional staff were interviewed. A leadership audit was also conducted within the OCU.

### 3. Force Overview and Context

#### Geographical Description of Force Area

- 3.1 Hampshire Constabulary covers the two counties of Hampshire and the Isle of Wight. There are two principal cities, Portsmouth and Southampton, together with many towns and villages. Both Portsmouth and Southampton have their own universities and premiership and championship football teams. Portsmouth is the home of the Royal Navy and is also a continental ferry port. Southampton is a major commercial port and situated nearby is one of the largest petrochemical refineries in Europe.
- 3.2 As well as the cities, the force area contains thriving modern towns and a tourist industry that has developed among the historic market towns and rural countryside. It hosts a number of annual events and festivals including the Farnborough Air Show, Homelands music and dance festival, Power in the Park (in Southampton) and the Isle of Wight Festival.

#### Demographic Description of Force Area

- 3.3 Hampshire Constabulary is the second largest non-metropolitan police service in England and Wales and polices an area of 418,000 hectares and serves a population of 1.8 million in 730,000 households. Approximately 411,000 persons live in the two main cities; about 135,000 persons live upon the Isle of Wight.
- 3.4 There is a lower than national average ethnic population and average earnings are higher than the national average although there are areas of deprivation. Hampshire reflects the national picture regarding traffic congestion, green belt urbanisation, an aging population and social pressures in areas that lack housing.

#### Structural Description of Force

- 3.5 During 2005/06 there were ten territorial basic command units (BCUs) and these were reduced to six larger operational command units (OCUs) in April 2006. The force reorganisation, under the banner *Forward Together*, gave geographical responsibility to staff providing a sound basis for neighbourhood policing. The Constabulary headquarters is at Winchester and houses the chief officer team comprising the Chief Constable, Deputy Chief Constable (DCC), two Assistant Chief Constables (ACCs), Director of Finance and Director of Personnel.
- 3.6 Hampshire Constabulary employs 3812 police officers (155 of whom are part time); 2356 police staff (457 of whom are part time); 300 police community support officers (PCSOs) and 6 traffic wardens, and is assisted by 394 special constables.

#### **4. The OCU Overview and Context**

##### Geographical and Demographic Description of OCU Area

- 4.1 Southampton Operational Command Unit (OCU) has a geographic area of twenty one square miles, and although one of the smallest geographic OCUs in Hampshire it has the largest estimated population. The OCU is co-terminus with the local authority and is mainly urban.
- 4.2 Southampton has a diverse population and the most recent census figures which established the population to be 218,000 in 2001, indicated that around 8% of the population is from a minority ethnic background. However, the Office of National Statistics mid year estimate - 2005 placed the population at 222,000. Since Poland became a member of the European Union there has been a large influx of Polish migrants into Southampton, and estimates put the number of Polish people in the city at between 10,000 and 30,000, probably making them the largest ethnic group at around 5%. The religious profile for Southampton reflects the multi-cultural nature of the city, with large numbers of Jews, Hindus, Muslims and Sikhs.
- 4.3 The city's younger population swells every year by around 30,000, when students come to study in the two universities.

##### Structural Description of OCU

- 4.4 The OCU is split into three districts, Southampton Central, Shirley and Bitterne. Southampton Central covers the city centre, the West Quay Shopping centre and the Southampton Solent University campus. The district covers part of the docks and some of the poorest and most diverse communities in the city. The Shirley district has the largest shopping centre outside the city centre and the large Millbrook housing estate. Bitterne has a smaller shopping centre and most of the older housing estates such as Thornhill.
- 4.5 Southampton OCU operates from five stations, Southampton Central, Porteswood, Bitterne, Shirley and Hulse Road. The senior management team comprises a chief superintendent, a superintendent, three district chief inspectors, a partnership chief inspector, a detective chief inspector, a personnel manager, finance and business manager and media and communications manager.
- 4.6 The OCU headquarters is based at Southampton Central and houses the intelligence unit, incident management unit, professional development unit and custody.
- 4.7 Southampton OCU currently has 507 police officers (26 of whom are part time) 144 police staff (25 of whom are part time) 45 Police Community Support Officers (1 of whom is part time) and 51 special constables.

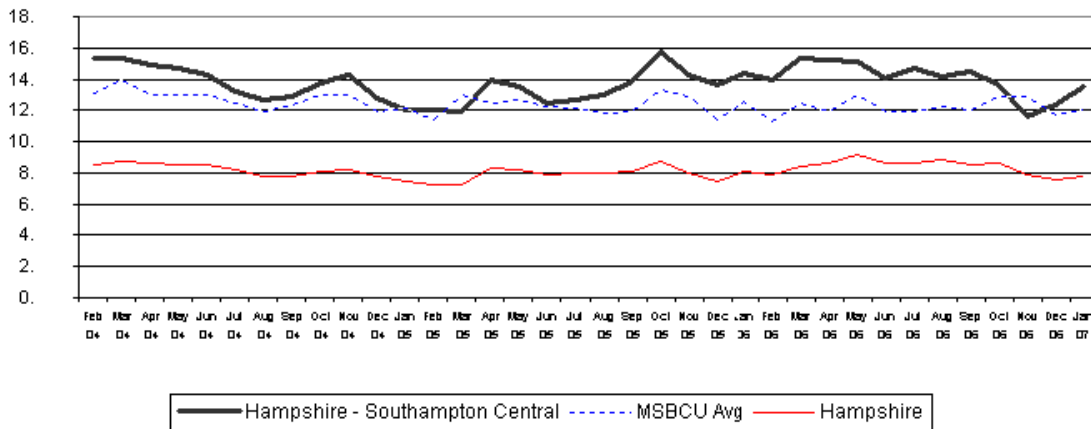
## 5. Southampton OCU Performance

<b>Crime Levels and Sanction Detections</b>	<b>February 2005 to January 2006</b>	<b>February 2006 to January 2007</b>	<b>% Change</b>
Total recorded crime	35,846	37,363	<b>4.23%</b>
Number of crimes with a sanction detection	6,727	7,929	<b>17.87%</b>
% Crimes with a sanction detection	18.77%	21.22%	<b>2.46 %Pts</b>
Total recorded crime per 1,000 population	161.49	168.33	<b>4.23%</b>
<b>Total residential burglary</b>			
Total residential burglary	965	883	<b>-8.50%</b>
Number of residential burglaries with a sanction detection	165	134	<b>-18.79%</b>
% Residential burglaries with a sanction detection	17.10%	15.18%	<b>-1.92 %</b>
Total residential burglaries per 1,000 households	10.29	9.41	<b>-8.50%</b>
<b>Total vehicle crime</b>			
Total vehicle crime	3,965	4,673	<b>17.86%</b>
Number of vehicle crimes with a sanction detection	221	235	<b>6.33%</b>
% Vehicle crimes with a sanction detection	5.57%	5.03%	<b>-0.54 %</b>
Total vehicle crime per 1,000 population	17.86	21.05	<b>17.86%</b>
<b>Total violent crime</b>			
Total violent crime	8,143	9,510	<b>16.79%</b>
Number of violent crimes with a sanction detection	2,669	3,812	<b>42.83%</b>
% Violent crimes with a sanction detection	32.78%	40.08%	<b>7.31 %</b>
Total violent crime per 1,000 population	36.69	42.84	<b>16.79%</b>
<b>Total robbery</b>			
Total robbery	333	465	<b>39.64%</b>
Number of robberies with a sanction detection	52	108	<b>107.69%</b>
% Robberies with a sanction detection	15.62%	23.23%	<b>7.61 %</b>
Total robbery per 1,000 population	1.50	2.09	<b>39.64%</b>

Total Crime

5.1 For the year February 2006 to January 2007 Southampton OCU has had a **4.23% increase** in the number of recorded crimes when compared to the previous year. Southampton is currently **above** the MSBCU average. Projections based on the last 12 months' data show the level of crime **increasing slightly** but projections based on the last 3 and 6 months' data show the level of crime **reducing**.

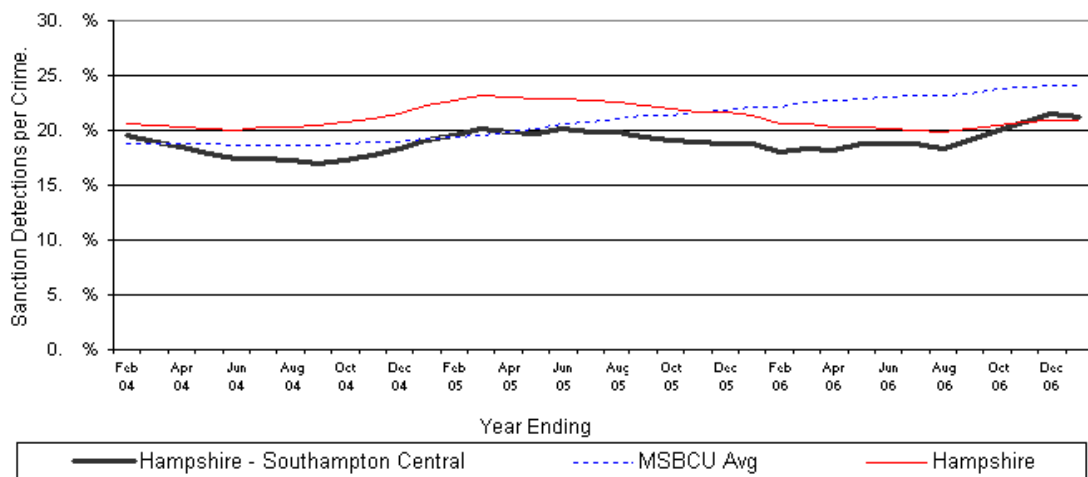
Comparison Chart - Crimes per 1000 Residents  
Hampshire - Southampton Central  
All Crime  
'Most Similar' OCUs  
01 Feb 2004 - 31 Jan 2007



Comparison Chart - Crimes per 1000 Residents Hampshire - Southampton Central All Crime 'Most Similar' BCU's 01 Feb 2004 - 31 Jan 2007

5.2 The sanction detection rate for the year February 2006 to January 2007 is **21.22%**, an **increase of 2.46%** points on the previous year. Currently Southampton is **below** the MSBCU average, but projections based on the last 3, 6 and 12 months data show the sanction detection rate **increasing**.

Comparison Chart - Sanction Detections Per Crime  
Hampshire - Southampton Central  
All Crime  
'Most Similar' OCUs  
01 Feb 2004 - 31 Jan 2007



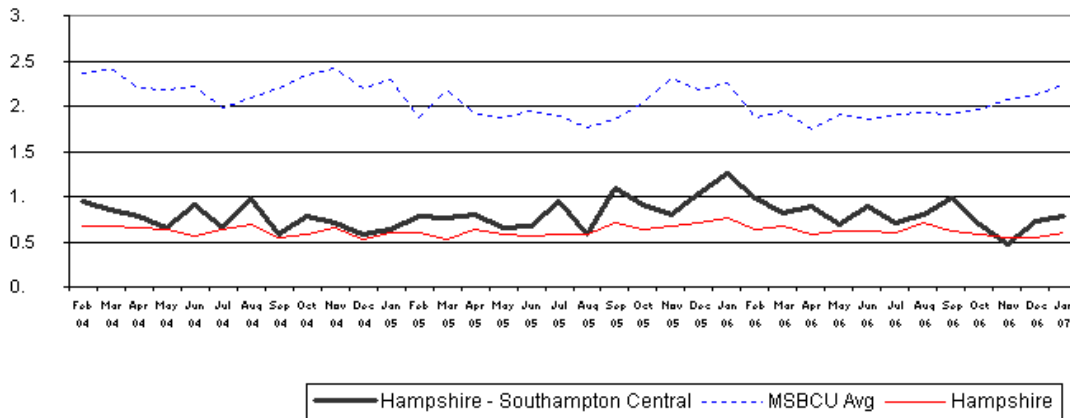
Hampshire - Southampton Central - All Crime - 'Most Similar' BCU's - 01 Feb 2004 - 31 Jan 2007



Domestic Burglary

5.3 For the year February 2006 to January 2007 Southampton OCU has had an **8.5% decrease** in the number of domestic burglaries recorded when compared to the previous year. Southampton is currently **below** the MSBCU average. Projections on the last 3, 6 and 12 months' data show the number of burglaries **reducing**.

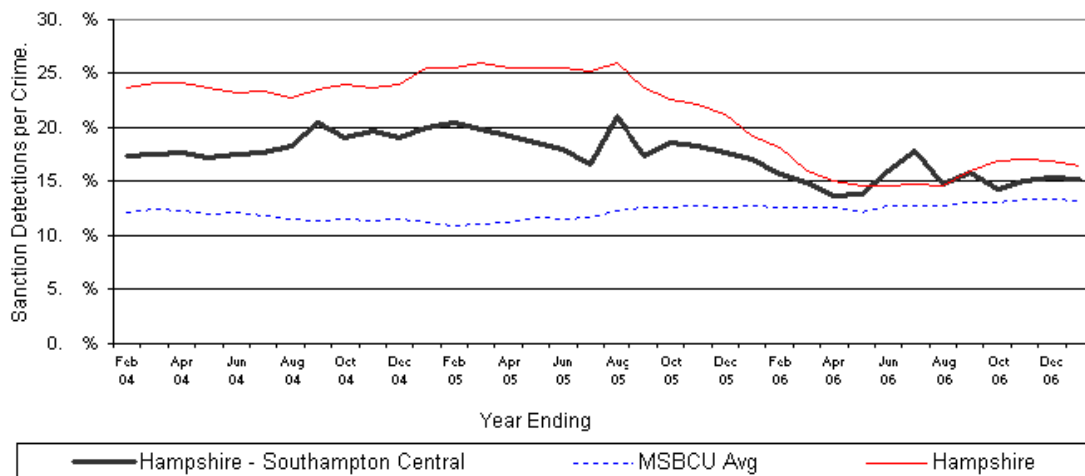
Comparison Chart - Crimes per 1000 Households  
Hampshire - Southampton Central  
Domestic Burglary  
'Most Similar' OCUs  
01 Feb 2004 - 31 Jan 2007



Comparison Chart - Crimes per 1000 Households Hampshire - Southampton Central Domestic Burglary 'Most Similar' BCUs 01 Feb 2004 - 31 Jan 2007

5.4 The sanction detection rate for the year February 2006 to January 2007 is **15.18%**, a **decrease of 1.92%points** on the previous year. Currently Southampton is **above** the MSBCU average. All projections show the sanction detection rate **increasing slightly**.

Comparison Chart - Sanction Detections Per Crime  
Hampshire - Southampton Central  
Domestic Burglary  
'Most Similar' OCUs  
01 Feb 2004 - 31 Jan 2007

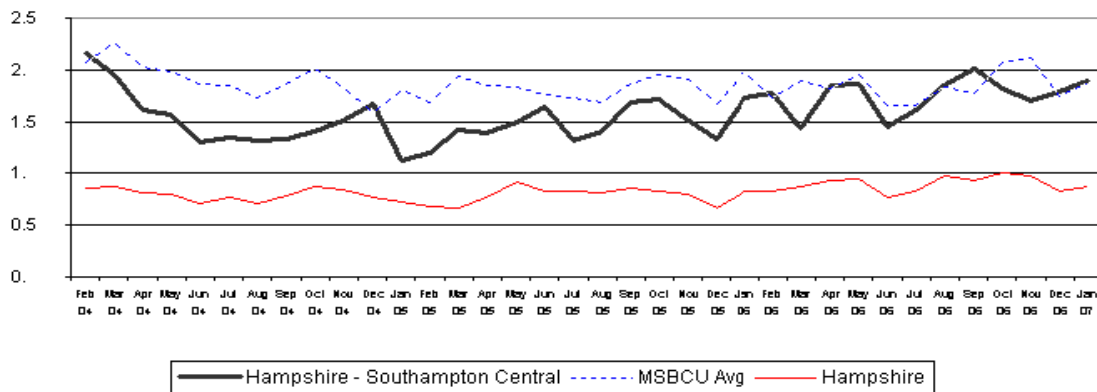


Hampshire - Southampton Central - Domestic Burglary - 'Most Similar' BCUs - 01 Feb 2004 - 31 Jan 2007

Vehicle Crime

For the year February 2006 to January 2007 Southampton OCU has had a **17.86% increase** in the number of vehicle crimes recorded when compared to the previous year. Southampton is currently **in line with** the MSBCU average. Projections based on the last 3, 6 and 12 months' data show the number of vehicle crimes **increasing**.

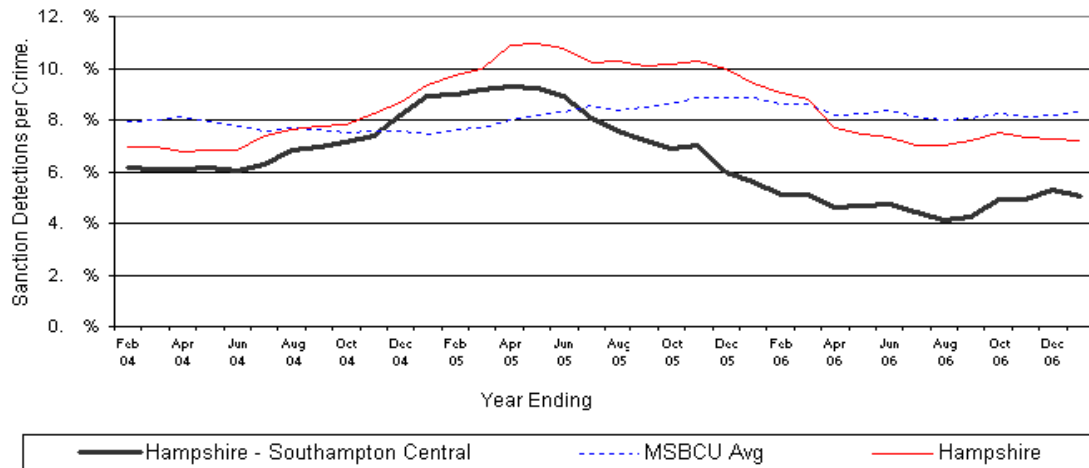
Comparison Chart - Crimes per 1000 Residents  
Hampshire - Southampton Central  
Vehicle Crime (excluding Vehicle Interference)  
'Most Similar' OCUs  
01 Feb 2004 - 31 Jan  
2007



Comparison Chart - Crimes per 1000 Residents Hampshire - Southampton Central Vehicle Crime (excluding Vehicle Interference) 'Most Similar' BCUs: 01 Feb 2004 - 31 Jan 2007

5.6 The sanction detection rate for the year February 2006 to January 2007 is **5.03%**, a **decrease of 0.54%points** on the previous year. Currently Southampton is **below** the MSBCU average. Projections based on the last 12 months' data show the sanction detection rate **remaining at the current level**, but projections based on the last 3 and 6 months' data show the sanction detection rate **increasing**.

Comparison Chart - Sanction Detections Per Crime  
Hampshire - Southampton Central  
Vehicle Crime (excluding Vehicle Interference)  
'Most Similar' OCUs  
01 Feb 2004 - 31 Jan 2007

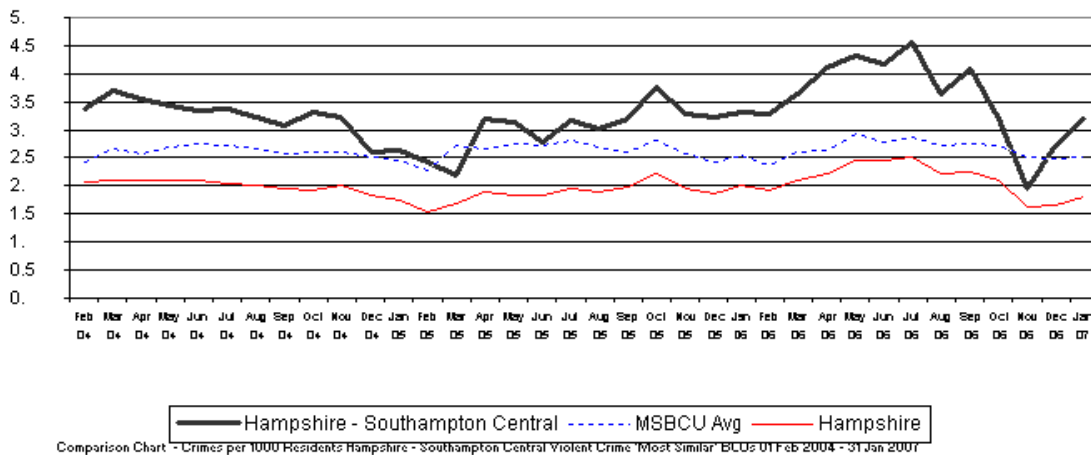


Hampshire - Southampton Central - Vehicle Crime (excluding Vehicle Interference) - 'Most Similar' BCUs - 01 Feb 2004 - 31 Jan 2007

Violent Crime

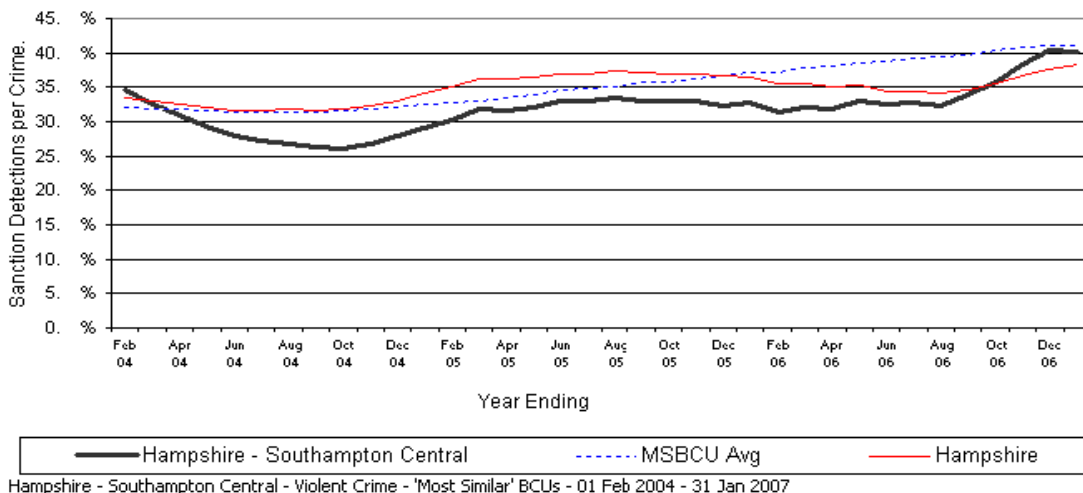
- 5.7 For the year February 2006 to January 2007 Southampton OCU has had a **16.79% increase** in the number of violent crimes recorded when compared to the previous year. Southampton is currently **above** the MSBCU average. Projections based on the last 12 months' data show the number of violent crimes **increasing** but projections based on the last 3 and 6 months' data show the number of violent crimes **decreasing**.

Comparison Chart - Crimes per 1000 Residents  
Hampshire - Southampton Central  
Violent Crime  
'Most Similar' OCUs  
01 Feb 2004 - 31 Jan 2007



- 5.8 The sanction detection rate for the year February 2006 to January 2007 is **40.08%**, an **increase of 7.31%points** on the previous year. Currently Southampton is **just below** the MSBCU average. Projections based on the last 3, 6 and 12 months' data show the sanction detection rate **increasing**.

Comparison Chart - Sanction Detections Per Crime  
Hampshire - Southampton Central  
Violent Crime  
'Most Similar' OCUs  
01 Feb 2004 - 31 Jan 2007

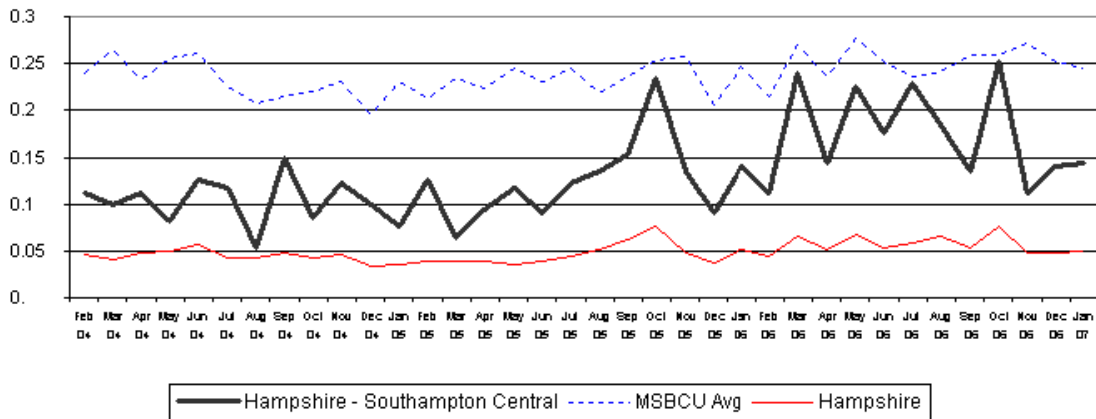


Hampshire - Southampton Central - Violent Crime - 'Most Similar' BCUs - 01 Feb 2004 - 31 Jan 2007

Robbery

5.9 For the year February 2006 to January 2007 Southampton OCU has had a **39.64% increase** in the number of robberies recorded when compared to the previous year. Southampton is currently **below** the MSBCU average. Projections based on the last 3, 6 and 12 months' data show the number of robberies **increasing**.

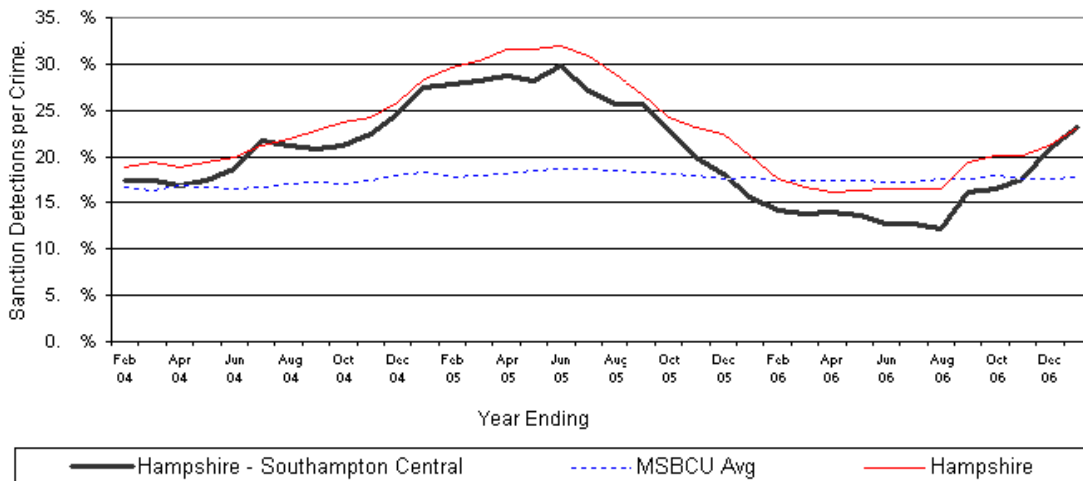
Comparison Chart - Crimes per 1000 Residents  
Hampshire - Southampton Central  
Robbery  
'Most Similar' OCUs  
01 Feb 2004 - 31 Jan 2007



Comparison Chart - Crimes per 1000 Residents Hampshire - Southampton Central Robbery 'Most Similar' BCUs 01 Feb 2004 - 31 Jan 2007

5.10 The sanction detection rate for the year February 2006 to January 2007 is **23.23%**, an **increase of 7.61% points** on the previous year. Currently Southampton is **above** the MSBCU average. Projections based on the last 3, 6 and 12 months' data all show the sanction detection rate **increasing**.

Comparison Chart - Sanction Detections Per Crime  
Hampshire - Southampton Central  
Robbery  
'Most Similar' OCUs  
01 Feb 2004 - 31 Jan 2007



Hampshire - Southampton Central - Robbery - 'Most Similar' BCUs - 01 Feb 2004 - 31 Jan 2007

## 6. The Leadership Audit

- 6.1 A critical attribute of successful OCUs is effective leadership. Leadership styles vary – some are highly transformational while others veer more towards transactional approaches. There is no ‘correct’ style because circumstances vary too, and good leaders attune their approaches to fit these circumstances. To try and explore the components of leadership and their relative impact on performance, HMIC has developed a leadership audit tool, the findings from which inform the fieldwork stage of the inspection to validate key themes. This is a developing tool that will become increasingly powerful as benchmarks are created from OCUs against which results can be evaluated.
- 6.2 The leadership audit explores leadership across the whole OCU, using the headings that are applied to force-level leadership. This is a development from the previous focus of OCU inspections on the leadership of the commander and senior management team.
- 6.3 The audit process comprised three phases: a questionnaire, circulated to just over 200 staff by HMIC, focus groups with a representative cross section from officers, special constables and police staff; and one-to-one interviews with members of the SMT. The audit also included an interview with the relevant assistant chief constable who exercised line management over the OCU commander, to explore their working relationship. The results from the questionnaire have been supplied to the OCU Commander and are summarised in Appendix B. The comments below are selected highlights.

### Summary of Audit Results

- 6.4 Eighty-one replies were received by the deadline date, approximately 37% of those asked.

Respondents were asked to answer 0-5 for all questions: -

- 5 This is an integral part of our culture and operation and can be regarded as best practice
- 4 Yes this is recognised as the way we do business, and we achieve real benefits
- 3 Yes this usually happens but it could be improved
- 2 This happens occasionally but there is no consistency
- 1 No - this doesn't happen
- 0 Don't Know

*The term **all respondents** below equates to the number of people who replied with an answer (1-5) for that question, excluding those answering “0” (Don’t Know).*

***The OCU has an appropriate structure which is aligned to the Force Strategy***

- 6.5 A high percentage (92.59%) of all respondents consider that their role is clearly defined and contributes to the OCU and Force Strategy, with more than 65% of respondents answering with the two highest positive answers. This was borne out in focus groups where staff were clear about their role and how they contributed to OCU priorities.
- 6.6 About three quarters of all respondents believe that the lines of accountability and responsibility within the OCU are clearly defined, a similar amount to those who said they were set objectives relative to their role and experience. However, in focus groups and in a PDR audit it was apparent that performance against objectives had not been regularly reviewed, neither were objectives always ‘smart’. There is certainly scope to make PDRs a more productive tool to help drive performance (see **Recommendation 7**).
- 6.7 Just over half of all respondents believe that resources are effectively managed within the OCU including specific issues of demand and deployment. However when broken down into responses from police officers and police staff, the number of positive answers drops to 41.18% for officers. Similarly just under half of respondents believe that throughout the OCU teams are balanced in terms of skills, experience and diversity with just over a quarter of police officers responding positively. In focus groups police officers expressed concern about loss of experienced officers to corporate teams such as major crime and firearms cadres, lack of supervisory staff and high work demands, all contributing to a feeling of being very busy.

***The OCU has a performance culture with integrity***

- 6.8 A high percentage (86.42%) of all respondents believe that their manager demonstrates an interest in their performance and development and a similar number believe that they receive the development they need to perform their role. It was found that 81.67% of all respondents believe that there is effective use of NIM (use of resources, tasking and coordination). However, visits to briefings indicated that tasking was not always very sophisticated, neither were briefings in line with the national briefing model (see **Recommendation 3**).
- 6.9 On the question of the OCU delivering an effective service to the community, 64.10% of respondents felt that it did. However, for the police officers questioned the percentage of positive answers dropped to 53.85%, whilst for police staff the percentage was 88% (giving a 34.15% point difference between the two groups). Focus groups indicated that inappropriate deployments can frustrate officers and they do feel under pressure to respond to what is often a build up of calls, not always giving the quality of service they would like. Breaking this reactive cycle is a major challenge for the OCU and they need to work closely with HQ departments to ensure appropriate call grading, deployment of resources and effective crime screening

- 6.10 Just over half of all respondents believe that within the OCU, good performance is recognised and rewarded although for the women questioned the percentage of positive answers dropped to less than half. The SMT, when asked similar questions were of the view that good performance was, in the main, recognised and rewarded. This is an area the SMT may wish to explore further.

### *Diversity*

- 6.11 A high number of all respondents believe that diversity is embedded within the OCU, specifically in terms of personal values and all areas of business including selection and appointment of staff. Similar responses were achieved in answer to ‘do you believe that fairness at work procedures can be confidently used by staff on the OCU without fear of recriminations from managers’ and ‘do you believe your manager’s decisions in respect of operational and disciplinary issues are consistent’.
- 6.12 Three quarters of respondents feel that their manager inspires them with confidence. Over half of all respondents believe there is a commitment within the OCU to staff retention, although positive responses from police staff questioned were lower. The area of diversity is one that the OCU raised in the self-assessment as one in need of development, a view supported by the inspection team (**see Recommendation 8**).

### *Personnel Management*

- 6.13 In the main respondents considered that personnel issues are dealt with in a relevant and timely manner. A high percentage of respondents believe their manager demonstrates a genuine interest in them, with a similar amount believing their contributions are welcomed and valued, although police staff were slightly less positive than police officers in this area. Three quarters of all respondents said their manager makes them feel proud of the service they deliver; a similar response to the number of staff who felt trusted, valued and included. There was a less positive response to the question on training and development being allocated on the OCU according to need, and this may reflect some concerns expressed in focus groups and by staff, who felt the OCU was not well served by the central training department.

### *Communication*

- 6.14 Most staff felt communication was good, with a high percentage of all respondents believing their manager communicates relevant information to them, was available when they need to talk to them, and that they respond in a positive way to feedback from staff. **Communication on the OCU is assisted by a comprehensive communications strategy, which is considered to be an example of potential best practice.**

## 7. What We Found

- 7.1 Following a review of the OCU's performance, the GL3 (Going Local 3) self-assessment, the findings from the leadership audit and other key documentation, HMIC conducted its fieldwork at Southampton OCU. The inspection team sought to validate acceptable practice, and investigate and evidence both potential good practice and any areas for improvement (AFIs). This report does not, therefore, reiterate what is and should be happening on an OCU in terms of its core functional activities, given that these are detailed within the GL3 self-assessment process. Instead, the following section highlights areas against the force inspection frameworks that are evidenced by the inspection team as either particular strengths or opportunities for improvement against the core business of the OCU.

### **Citizen Focus**

#### Fairness & Equality in Service Delivery

- 7.2 Southampton is a multi-cultural city and the OCU is engaged with many community groups at a tactical level. An example of this is the manner in which a series of assaults within the Polish community were dealt with. The OCU benefits in having a dedicated community intelligence officer. The MARAC process for domestic and hate crimes ensures that high risk cases are identified and appropriate multi-agency action taken. The inspection found that equality and diversity issues are treated as important by the SMT, but an overarching diversity strategy is needed.

(\* Indicates strength or AFI identified in Southampton self assessment and ratified during inspection)

#### **Strengths**

- All of the Senior Management team and relevant beat and patrol officers have received training in Islamic issues at local Mosques.\*
- Good links have been established with the new Polish community.\*
- Use of IAG for community issues when required (but see below).\*
- Since April 2006 the OCU has a Public Protection Investigation Team which deals with high risk domestic abuse and hate crime offences.\*
- The disparity between arrest rates between white/BME groups is low at 2.58%, below the force average of 4%.\*
- The OCU benefits in having a dedicated community intelligence officer.

#### **Areas for Improvement**

- The SMT should ensure that the benefits of the ICR software are now maximised in producing detailed breakdowns of police street intervention data.\*
- The IAG would benefit from more representation from the Sikh and Chinese Communities to be more effective in representing the views of these significant BME groups within the OCU area.\*
- Meetings with the IAG appear to be less frequent than desirable, given the multi cultural nature of the city, and meetings should be regularly scheduled rather than on an ad hoc basis.



### Neighbourhood Policing and Problem Solving

- 7.3 The OCU has taken the decision to proceed carefully with the implementation of neighbourhood policing and the inspection team were impressed with the amount of genuine enthusiasm expressed by relevant staff and managers. This was a deliberate decision, to take full account of the lessons learnt from the Pathfinder OCU (Portsmouth) and to implement national good practice.
- 7.4 Monthly project meetings take place locally and at force level. The development process incorporates community mapping activity to explore how best to resource each community through a combination of police officers, PCSOs, Community Wardens and other relevant bodies. This was a well researched and detailed document.
- 7.5 Sector teams are subjected to performance review through the district COMPSTAT processes but the inspection team felt that this could be more robust in holding individual teams to account. Greater individual accountability could be achieved by linking personal objectives in PDRs to performance. Additionally, monthly Joint Action Group (JAG) partnership meetings are held across all neighbourhood areas but staff interviewed viewed these as ineffective. These meetings are currently being reviewed.
- 7.6 Although the SMT and policing teams interviewed are committed to the principles of neighbourhood policing, the OCU has some way to travel to successfully introduce neighbourhood policing.

### **Strengths**

- There are five Neighbourhood Partnership forums and seven inspector led sector teams providing a sound basis for the introduction of neighbourhood policing.\*
- Seven neighbourhood policing teams (NPT) in the most challenging areas of the city operate using the 10 principles of neighbourhood policing.\*
- Linked to the OCU Neighbourhood Policing project is a criminal damage project involving a recovery plan and a comprehensive residents' survey. **This is viewed as potential best practice by the inspection team.\***
- BCU and SSCF funding is currently used to support Neighbourhood Policing initiatives.\*
- Staff and managers involved in NPT appeared to be enthusiastic and fully committed. PCSOs in particular were very enthusiastic and understood their role in working with and providing reassurance to the community.

### **Areas for Improvement**

- It is not clear what the role of NPTs will be in dealing with crime. The SMT needs to ensure adherence with the recently agreed force crime allocation policy implemented (**see Recommendation 4**).
- The Joint Action Group meetings are not well attended by all relevant bodies and are not viewed as effective by staff. This is currently being reviewed by a joint agency group.\*

- Currently NPTs do not receive a high degree of specialist training. This area is being addressed as part of the Neighbourhood Policing project.\*
- There is a need to improve the flow of intelligence within the CDRP and to refine the TTCG process to enhance the contributions that could be made by partners. This is being addressed through a joint agency group working to make the Unitary Authority fully NIM compliant by April 2007.\*

### Customer Service and Accessibility

- 7.7 Southampton OCU has recently expanded its media team to include a media and communications manager and a media officer. The team manages all aspects of internal and external communications, alongside PR and marketing for the OCU. A comprehensive communications and marketing strategy is in place, **which is commended by the inspection team**. The inspection team saw innovative examples of internal communication, such as the GEM (an electronic news letter) and Loo News (bulletins in staff toilets) but there is much ‘work in progress’ and this needs to be driven on.
- 7.8 Staff have a good working relationship with the media and regular meetings take place between the media, the OCU commander and the media manager. Senior officers and detectives are given formal ‘in-force’ media training, and there are plans to extend this to all officers in the OCU.
- 7.9 Work has been undertaken by the OCU to make it more accessible to the public, with meetings held with key groups across the city. The new force website is adequate and there are plans to enhance it to identify NPT officers, a prerequisite for acknowledgement of a successful implementation. The OCU makes effective use of public feedback via user satisfaction surveys.

### **Strengths**

- The expansion of the OCU’s media and communications team means the OCU is now better equipped to communicate with staff across the OCU, and with the public through a variety of means, providing a citizen focused approach to communications.\*
- **The communications strategy is an example of potential best practice.**

### **Areas for Improvement**

- There is a need for further provision of media training to staff.\*
- The grade II listed central police station makes it difficult to provide the standard of accessibility now expected as the norm in public buildings. Plans are well developed to introduce a new station by 2009.

### Professional Standards

- 7.10 The OCU has a comparatively low number of complaints against police and the Force takes steps to ensure that members of the public wishing to make a complaint can easily do so. Complaints can be made face to face, via letter, e-mail or text to the confidential telephone line. The Force’s internet site also allows for complaints to be instigated through that media.

- 7.11 A system is in place enabling central PSD to flag up details of officers who have received four complaints in a 12 month rolling period, in order that an intervention interview can be conducted and remedial action introduced. Southampton OCU has only received five such notifications during the above period.

#### **Strengths**

- The fact that complaints about officers based in the OCU only represents 15% of the force total reflects well on Southampton.\*
- Complaints can be made face to face, via letter, e-mail, and text to the confidential telephone line or through the force internet site.
- PSD have flagging system for those officers receiving four or more complaints in twelve months.\*

#### **Areas for Improvement**

- Understanding of the UPP system is an area that could be improved within the OCU. There appears to be an inconsistent approach when dealing with police officers and police staff for misconduct matters.\*

### **Reducing Crime**

#### Volume Crime Reduction

- 7.12 There have been some issues surrounding volume crime at Southampton, and the OCU has seen some significant increases; this being a primary driver for the inspection. The Force was cognisant to the problem and requested the Police and Crime Standards Directorate (PCSD) to carry out a diagnostic review of sanctions detections in September 2006. The issues around RMS previously have not assisted the OCU to be in a position to respond swiftly, but now a fuller picture is available, some initiatives have been put in place. However, since monitoring of Southampton OCU began there have been improvements and it is performing better than some other OCUs in Hampshire.
- 7.13 There have been significant rises in the period February 2006 - January 2007, of vehicle crime (17.86%), violent crime (16.79%) and robbery (39.64%). The sanction detection rate for vehicle crime is low at 5%, and the detection rate for burglary dwelling has fallen from 17% to 15%.
- 7.14 Southampton OCU has had success with crime reduction initiatives such as Operation Phoenix, and specific geographic issues such as city centre violence as a result of the night-time economy; introducing innovative ideas such as the taxi marshal scheme. The Hampshire Constabulary's 'Safer' brand is embedded in the OCU with leads from each of the chief inspectors. This is strongly evidenced in the recent launch of 'Safer Students' across the City and the inspection team were impressed with the work undertaken with the University.

### **Strengths**

- There is clear ownership and a strong lead given by the SMT and crime prevention officers.\*
- All staff have undergone force training to address standards of investigation and locally key managers have run NCRS and HOCR presentations.\*
- The OCU has consistently maintained 1<sup>st</sup> position in its MSBCU for burglary.\*
- The OCU has taken the initiative in providing investigative resources for the community safety team: the requirement for this is not until April 2007.\*

### **Areas for Improvement**

- An internal audit of NCRS conducted earlier this year was graded poor and a local recovery plan is in place.\*
- The fact so few areas for improvement were identified in the self-assessment is, in itself, a cause for concern; being indicative of a complacency that was displayed in some focus groups. There was a sense that as they are ‘always busy’ an increase in crime was almost inevitable. Thankfully, not a view shared by SMT.
- There is more that partners could do in effective joint working to reduce crime; vehicle crime in particular is an area that normally lends itself accessible to partnership working.

### **Investigating Crime**

#### Managing Critical Incidents and Major Crime

- 7.15 Southampton OCU is a busy area to police; the number and seriousness of incidents that staff are likely to encounter are significant, being the largest city in Hampshire.
- 7.16 The staff at Southampton were proud of the fact that, due to lack of resources within the major crime team, many serious incidents are dealt with by local officers. There is good working relationship with its protective services, albeit with some friction which is to be expected. Southampton’s performance in respect of serious violence against the person and sexual offences is improving, evidenced in a reduction in serious wounding by implementing section 60 search areas for offensive weapons (Operation Tesque).
- 7.17 The inspection team were particularly impressed with the quality and management of detective officers and mixed units on the OCU. CID has recently reverted to eight hour working days, as it was clear that the ten hour day caused problems with investigative processes and did not deliver the quality of service to the public that was desired.

### **Strengths**

- The implementation of the golden hour principles are rigorously applied by officers and enforced by line management and the critical incident cadre that operates in Hampshire.\*
- Southampton CID has engaged in the murder prevention strands and has seen a reduction in all murder categories including domestic murders.\*
- The OCU benefits from having highly motivated investigators and a well managed CID.

### **Areas for Improvement**

- The allocation of serious crime between OCUs and major crime would benefit from greater clarity (**see Recommendation 4**).
- Additional trained SIOs needed for the OCU.\*
- High levels of threats to kill inaccurately recorded.\*
- Whilst acknowledging a recent high turnover of detective sergeants, the importance of adequate supervision is stressed.

### Tackling Serious and Organised Criminality

- 7.18 Southampton OCU has a priority crime team, dealing with robbery, drugs, vice, burglary and a persistent and prolific offenders team (PPO), which has seen considerable success with this category of offender. The PPO team work closely with the PPO coordinator to ensure intelligence is shared and moves are underway to co-locate the probation and police PPO co-ordinators. Southampton has the highest POCA seizures of all of the OCUs. The PPO team utilise the Roads Policing Unit to good effect by focusing on travelling PPOs via stop and search tactics utilising ANPR and traffic enforcements.
- 7.19 Southampton has a multi agency project (Bargate) that focuses on support and guidance to problematic drug users. Good working relationships exist between Carrots (Prison drug support) and the Bargate team.
- 7.20 Southampton OCU has closed down over 19 cannabis factories in the last twelve months.
- 7.21 The OCU receives the highest levels of intelligence on firearms and executes more warrants than any other OCU. Southampton is piloting the use of Operation Radion utilising the firearms department to focus on proactive warrants and stop checks of those identified as utilising firearms.

### **Strengths**

- Move towards co-locating Probation and PPO Co-ordinators.\*
- Highest POCA seizures within Hampshire.\*
- **PPO team potential best practice.**
- Good partnership working on problematic drug users.
- Expertise in disrupting cultivation of cannabis factories.

### **Areas for Improvement**

- Improvement needed in the numbers of Class A seizures.\*

### Volume Crime Investigation

- 7.22 Research previously initiated within the OCU identified that investigations were carried out to a less than satisfactory standard and as a result some frontline training was delivered. Interviews indicated that many officers continue to blame RMS for these difficulties. There are now dedicated resources to investigate high priority volume crime. Southampton OCU has the highest number of crimes per officer, with the second highest sanction detection rate per officer.<sup>2</sup>
- 7.23 The Incident Management Unit (IMU) has only been fully staffed since September 2006 and has been running with five shortages for the last 18 months but an increase in establishment has been approved. **The inspection team considered the IMU to be well managed**, but even with the increase in staff the OCU will find that staffing levels are only adequate. It lacked a formal ‘scrutineer’ role at the time of the inspection, but the Force has been very positive in its support for the unit and has secured funding for an additional detective sergeants post.
- 7.24 Officers are now required to complete mandatory action plans (MAP) in all investigations and all undetected violent crime is quality assured by an inspector. This would be more effective if undertaken by a trained scrutineer.

### **Strengths**

- The OCU has invested in the Public Protection Unit ahead of the agreed investment due to commence in April 2007. Repeat victimisation has dropped from 35% to 8%.\*
- There is ownership given by the Senior Management Team and Crime Prevention Officers.\*
- **The IMU is well managed.**

### **Areas for Improvement**

- Supervision of volume crime by sergeants is identified by the OCU as an area for improvement, a view strongly endorsed by the inspection team.
- The content of probationer training in respect of volume crime investigation needs to be improved.\*

### Improving Forensic Performance

- 7.25 The burglary investigation team (BIT) has a dedicated resource to ensure that a CSI attends all burglaries, and this is a praise-worthy innovation. Other forensic capability is provided by the force Scientific Services Department. It is generally considered that the OCU receives a good response from CSIs, but the OCU suffers delays on occasions probably due to demand issues.
- 7.26 Changes in procedures due to the implementation of RMS has deteriorated the management of forensics hits on the OCU, which has now had to revert to

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<sup>2</sup> (Source: Force Performance Profile – September 2006, page 62).

manual spread sheets. The inspection team were informed that there could be significant delays before officers deal with DNA/forensic hits. The management of this issue should receive a higher priority and be scrutinised at sector level.

### **Strengths**

- Local CSI attends all burglaries.\*
- The preservation of crime scenes is generally good.\*

### **Areas for Improvement**

- The general management of DNA/forensics needs improving and should be regularly scrutinised at sector level (**see Recommendation 1**).
- There is need to extend the local CSI capabilities to all robbery victims rather than through the central Forensic RMU.\*
- The OCU should consider channelling all positives results through an existing unit (such as PPO) as occurs on other OCUs.
- The forensic manager has only recently started attending TTCG. Their presence is key in ensuring forensic resources are directed to OCU priorities.

### Criminal Justice Processes

- 7.27 Criminal Justice Units are locally based but corporately managed. The OCU has a dedicated uniform inspector who aims to improve working practises between CJ partners. The number of cracked and ineffective trials at both Crown and Magistrates Courts are within target and two separately located but jointly managed witness care units prioritise all vulnerable victims and witnesses.
- 7.28 A review of CJU business areas has been completed and a partial reorganisation is under way to improve the overall efficiency of staff and working practises.
- 7.29 Custody is the responsibility of the OCU and is spread across two sites, Southampton and Bitterne, the latter being used mainly for bail management. The SMT are examining this area of business as it is recognised as a significant ‘pinch point’, in that custody is frequently full and officers are being deterred from making arrests.
- 7.30 HMIC strongly endorses this. Improving the through-put of prisoners, reducing the number of persons subject to re-bailing and tackling outstanding warrants could significantly reduce workloads and improve performance on crime.

### **Strengths**

- There is a well established prosecutions support team (PST) ensuring good quality written advice submissions to the CPS with NFA rates kept to a minimum.\*
- The prisoner interview and intelligence team (PIIT) team concentrates on quality interviews of suspects with the combined objectives of increased

levels of TIC disposals, intelligence interviews and reducing officer workload.\* **This is viewed as an area of best practice by HMIC.**

- Good working relationships have been established with the CPS.

#### **Areas for Improvement**

- Police Bail Management is recognised as a serious issue.\* This requires significant improvement by the OCU.
- The OCU should undertake a fundamental review of custody (**see Recommendation 6**).
- There are difficulties with RMS2 management in both custody and CJU. Delays and data input problems requiring time consuming remedial work are issues to be resolved.\*
- The number of outstanding warrants (245 at the time of the self-assessment) is high and this needs to be reduced.

#### **Promoting Safety**

##### Reducing Anti-Social Behaviour (ASB)

- 7.31 Anti-social behaviour blights local communities and damages community cohesion. It is important that this is recognised by the police and that they respond effectively, using a menu of options of which visibility is key. Hampshire Constabulary is committed to finding new ways of reducing anti-social behaviour, hence the Force's support of the 101 single non-emergency telephone number initiative. This is intended to enable the public to easily access the services of the police and partnership agencies, to deal with issues such as anti-social behaviour.
- 7.32 The OCU benefits from a CDRP analyst that enables hotspot areas to be identified. In conjunction with partner agencies through the joint action group (JAG) information should be shared and where required the full menu of options such as ABCs and ASBOs are used. However, the JAGs could be more effective and briefing of staff needs to be improved. The contracts and ASBOs are monitored through a centrally held council database, with recipients highlighted on the RMS crime system and PNC.
- 7.33 A daily power point bulletin with priority headings is forwarded to all staff, which contains a directed patrol matrix (DPM) including ASB 'Hotspots' and S. 30 designated areas. On the shift briefings observed this is not utilised as well as it could be and briefings do not have a mapping facility, which would be extremely useful for this purpose. Each officer on the OCU is forwarded the link on Outlook to enable self-briefing but focus groups made it clear that the lack of a mandatory requirement to view, consigns it to just another e-mail received.
- 7.34 ASB nominals and hotspots receive focus at CDRP joint action groups (JAGs) and neighbourhood meetings attended by community safety and police. A police sergeant and constable are dedicated to ASB and PRIME and are based



within the city council community safety team on council premises. **This is a positive and potential best practice but officers hold JAGs in low regard.**

### **Strengths**

- Sergeant and constable are permanently co-located within the Council Community Safety team.\*
- Joint patrols by special constabularies and PCSOs with the Council ACSOs.\*
- A daily power point bulletin with priority headings is forwarded to all staff and SCC City patrol also receive this.\*
- Local Operations are organised to support NPT objectives (eg - Lordshill dispersal order - specials assisting with the policing of the dispersal order).\*

### **Areas for Improvement**

- The briefing process should be reviewed; incorporating training and guidance for supervisors; visual aids; briefing product; and importantly ensuring that officers are directly tasked, together with reporting and follow-up systems (**see Recommendation 3**).
- Section 30 dispersal orders could be better co-ordinated with partner agencies.\*
- JAGs are currently being reviewed and from comments from police managers this review is overdue, and JAGs need reinvigorating if they are to be maintained.\* How they will fit in with neighbourhood policing and the need for local action groups is not clear.
- The Neighbourhood Policing project within the OCU is currently examining how to formalise the selection, training, deployment and performance monitoring of Neighbourhood Teams as this has been acknowledged as a current area for improvement and will have a significant impact on ASB.\*

### Protecting Vulnerable People

7.35 The OCU has a community safety and public protection team (PPU). This team investigates high-risk domestic violence and hate crimes, and deals with vulnerable adults (POVA) and child protection. The team is centrally located with the offender management team who manage high risk sex and violent offenders.

7.36 The team is resourced with a detective inspector, inspector, two police sergeants, two detective sergeants, three detective constables and eight police constables who focus on high risk public protection investigations, child protection and POVA case work. There are four Mappa officers, an analyst and two Visor support officers and five civilian co-ordinators. In addition there is a detective constable who is the community intelligence officer. Thus the claim by the OCU to have invested heavily in this area of activity, twelve months ahead of the rest of the Force, is well founded and the inspection team were very impressed with the commitment of the PPU team members they interviewed.

### **Strengths**

- Detective constable in role of community intelligence officer.\*
- Well resourced teams.
- Clear lead from SMT identified during inspection.

### **Areas for Improvement**

- Insufficient family liaison officers.\*
- RMS has not been able to provide repeat victim data required for murder prevention strands.\*
- Shortage of Achieving Best Evidence trained officers on the OCU.\*

### **Providing Assistance**

#### Contact Management

- 7.37 Regular customer satisfaction surveys take place, which monitor satisfaction within domestic burglary, vehicle and violent crime, and road traffic collisions. Southampton OCU is also piloting a criminal damage satisfaction survey.
- 7.38 A new screening policy was published during the course of the inspection and it is important that all staff are made aware of it and comply. Many officers complained of being sent to requests for assistance that did not require a police officer. This is an issue that SMT are aware of but requires continued monitoring. Examples were given of PCSOs being sent to incidents for which they did not have the training or powers to deal with.

### **Strengths**

- Customer satisfaction surveys.\*
- Call handling performance reviews.\*
- Training for NCRS/NIRS for all staff.\*

### **Areas for Improvement**

- OCU needs to develop a crime allocation policy (see **Recommendation 4**).
- Call management - too many tasks are being deployed which could be dealt with in slow-time.\*
- There is a need to improve data quality.\*

#### Providing Specialist Operational Support

- 7.39 A cadre of six superintendents provide cover between 0700–0300, and have a force wide responsibility to manage critical incidents. Support cadres for firearms, public order and CBRN also exist. This arrangement appeared to be working well. The OCU has an accredited firearms silver commander within SMT, who has taken a proactive role in the development and action of firearms intelligence.

- 7.40 The Force also maintains a level 1 support unit between the same hours consisting of two PSUs, and Southampton OCU has been successful in bidding for their deployment as part of a violent crime strategy.

**Strengths**

- The OCU has an accredited Silver Commander within its SMT.\*
- The OCU has experience of policing a championship football club.\*

**Areas for Improvement**

- RPU – conflict on supporting OCU priorities against need to meet RPU targets.\*

Strategic Roads Policing

- 7.41 Roads policing is a centrally controlled force unit. The SMT does not feel that they are adequately informed of road policing operations within Southampton. There is little or no control over RPU day to day policing or ANPR intercept team deployment. This could be improved if there was a RPU intelligence officer assigned to the OCU to act as liaison, and who would be required to attend TTSG. This works well in other areas.

**Strengths**

- Regular ANPR led activity with a specific focus upon tackling criminality on the roads within the OCU.\*
- A dedicated RPU based Community Reassurance Team which continues to develop its operational activities in support of neighbourhood policing, with a specific focus upon anti-social driving and casualty reduction.\*

**Areas for Improvement**

- There is a need to establish closer working arrangements with the Unitary Authority in terms of making the roads of Southampton OCU safer, and in doing so help to deliver against the RCR 2010 casualty reduction targets.\*
- Dedicated RPU intelligence officer working at the OCU and attending TTCG.

**Resource Management**

Human Resource (HR) Management

- 7.42 Southampton OCU has a dedicated personnel manager who is part of the SMT and who develops an annual Personnel and Development Plan, covering eight key areas of accountability.
- 7.43 PDR completion rates are scrutinised weekly at the SMT meeting and are consistently higher than for other OCUs within the Force (95% for police staff and 95.3% for police officers). An audit of PDRs revealed that in some no objectives had been set and where they had, they were not ‘smart’. The emphasis appears to be on completion of paperwork rather than on line managers spending time with staff conducting interim reviews. Good

objective setting in PDRs, linking objectives to team/sector performance measures can be an excellent driver for improving performance.

- 7.44 The OCU has low sickness levels for both police officers and police staff (currently 5.03 days for police staff and 3.82 for police officers year to date). It was the subject of a HMIC inspection on its attendance management processes in May 2006 and it was recommended that the best practice evidenced in Southampton be promulgated force wide.
- 7.45 The OCU benefits from having a regular personnel panel meeting that manages staff moves on the OCU. The HMIC considers such meetings on OCU as best practice.
- 7.46 The OCU has an established Health & Safety Committee in place. The OCU meeting takes place quarterly and comprises managers, Federation, Unison and other staff representatives. The personnel manager co-ordinates an annual Health & Safety Action plan which ensures routine matters and areas for development and improvement are addressed.
- 7.47 The OCU works a 2x2x2 shift pattern and it was repeatedly pointed out to the inspection team that this causes a number of significant problems, not least the fact that officers believe that they only have two effective days to investigate crime out of a pattern of ten. The plus side, that officers would be loath to sacrifice, are blocks of four rest days at the end of six working days. This is achieved by the officers working extended hours but the result is fewer days when they are available to be contacted by victims and witnesses. This was acknowledged by the CID, who changed their shift pattern to increase the number of days they were contactable and able to carry out investigations. It is not suggested that blocks of rest days are removed from the pattern entirely, quite the reverse as HMIC acknowledges the benefits to officers working shifts, but the frequency is the issue. Shift patterns and matching resources to demand is a complex and sensitive issue, but this theme was so consistent as to warrant the Force undertaking a review.

### **Strengths**

- Southampton OCU benefits from a dedicated personnel manager.\*
- There are low staff absence rates.

### **Areas for Improvement**

- The Force may wish to consider a review of the current shift pattern, to ensure the best match between demand and resources (see **Recommendation 5**).

### Training, Development and Organisational Learning

- 7.48 Changes in the management of training means that Southampton OCU will have greater input to the training provided by the corporate training department, and this appears to be much needed. At the moment there is no scope for localised training on issues identified by the OCU, such as file

preparation, which is poor with only 50% of files being submitted to an acceptable standard.

- 7.49 Development opportunities for staff and officers are currently managed through the personnel panel and include support for attachments, secondments and acting opportunities both within and outside the OCU.

#### **Strengths**

- The OCU actively supports a culture of organisational learning and development and views training as a tool to develop staff, build confidence and improve performance.\*
- The OCU has its own probationer development unit.\*

#### **Areas for Improvement**

- Coaching and mentoring is an area that requires further development.\*
- There is a need for a full skills audit and this is being progressed with corporate training department.\*
- Greater opportunities for development need to be identified and promoted.\*
- There is an over reliance on ‘E learning’.

#### Race and Diversity – Internal Organisation

- 7.50 It appeared to the inspection team the work on the local Equality & Diversity strategy had ‘drifted’ in the face of all the other demands placed upon the OCU, and needs to be gripped and re-prioritised. There were examples given of innovation in this field, such as the childcare co-ordinator.

#### **Strengths**

- The OCU benefits from having a number of managers within the SMT who have specialist knowledge and significant experience in these areas either in terms of staffing issues or in service provision.\*
- A personnel meeting helps to ensure fairness and equity in staff moves and transfers

#### **Areas for Improvement**

- Equality and Diversity is an area that needs developing on the OCU.\*  
(See Recommendation 8)
- With a rapidly changing local community profile which now has a minority ethnic composition of 7.8%, there is a need to re-evaluate how Southampton and the Force can recruit and develop a workforce which reflects the local population\*.

#### Managing Financial and Physical Resources

- 7.51 The finance and business services manager for Southampton OCU is a member of the SMT, which meets each week to look at standing agenda items and other ad hoc items. Financial matters are a standing item on the agenda and are discussed as necessary. Separate overtime reports are presented to the SMT each month for officers and police staff, analysed by sector and team as necessary. Budgets are managed on an OCU-wide basis, with the exception of

overtime budgets, which are delegated to chief inspectors to be managed. It was reported that there was significant overspend on the overtime budget on some of the districts, and this needs to be addressed.

### **Strengths**

- Financial matters as a standing item on the agenda at SMT meetings ensures that managers are financially-aware, and that finance is inclusively considered with other resources.\*
- The allocation of budgets on an OCU-wide basis enables resilience in terms of funding operational activities.\*

### **Areas for Improvement**

- There should be greater accountability for the use of overtime, and how this is monitored should be reviewed (**see Recommendation 1**).

### **Information & Communication Technology Management**

- 7.52 The Niche RMS IT system was launched in April 2005 and although teething problems are to be expected with any new system, the issues and affect upon the Force as a whole were considerable. The reputation of the RMS computer system has been so badly damaged in the eyes of some staff that it will take time to recover, regardless of how much the operability has been improved. The inspection team found that some staff were blaming RMS for inefficiencies that, when tested and probed further, were clearly down to user error. On occasions this could have been through lack of knowledge or training but others were due to users not fulfilling minimum requirements, and then blaming the system when ‘tasks’ were returned.
- 7.53 The inspection found the OCU unable to provide performance information locally that would be the norm on other OCUs, such as data from the custody system. There are no doubt a long list of ‘fixes’ which will have to be implemented in the future, but it is important to obtain a user’s perspective on which are the most urgent.

### **Strengths**

- The centralisation of IT Strategy ensures that compatibility issues are minimised, and the centralisation of training provision minimises ‘bad practice’ development.\*

### **Areas for Improvement**

- The recommendations of the independent report on RMS should be implemented where practicable and in line with force systems and processes.
- An independent RMS practitioners group should be considered, containing representation from all OCUs and relevant departments, which identifies areas for improvement which have the biggest impact on users and prioritises them. This in turn would feed in to, and better inform the users group.

### National Intelligence Model (NIM)

- 7.54 The OCU has an intelligence unit located centrally at the main station and consists of a senior analyst, three analysts and a researcher. **The unit appeared to be well managed.** A daily intelligence bulletin is published in PowerPoint format and a hyperlink sent to each officer via e-mail. This enables all officers who do not benefit from a formal briefing to self-brief, and from interviews this appears to be widely used.
- 7.55 The briefings attended were hampered by RMS and technical problems and would have benefited with hotspot and crime incident mapping, but since the inspection mapping has been made available force wide. The OCU would benefit from examining the current briefing produced against the National Briefing Model (NBM). Briefing should contain specific tasks for TPT officers, linked to TTCG. This may not be occurring because of over reliance upon the tasking unit.
- 7.56 The daily management meeting (DMM) is chaired by the superintendent who also chairs the fortnightly TTCG, and one is closely linked to the other. Other meetings and process operate in support of the tasking process and reflect accepted best practice.
- 7.57 The current process was implemented at the beginning of the year and the SMT are reviewing it, to introduce refinements. From November the process will be adjusted to follow the guidance of NIM 2005 and adopt a formal weekly intelligence meeting, with key attendees as recommended. The TTCG will be attended by plan owners, resource managers and partners who will provide a clearer distinction of roles between the two meetings and re-instate the link between chair and plan owners. The inspection team supports the proposals, as there was a lack of ownership and accountability at TTCG. Apart from ownership, the TTCG was a well-run meeting with everyone knowing his or her role and current crime trends.
- 7.58 It was particularly pleasing to see a representative from the local housing department, who made a valuable contribution. The OCU are working with Southampton City Council to enable them to become NIM compliant by April 2007 in line with neighbourhood policing objectives.

### **Strengths**

- There are sound methods of reporting intelligence through recognised IT (Niche RMS) with trained staff to sanitise centrally and disseminate to OCUs for appropriate action.\*
- There are recognised methods of Source Handling with a sterile corridor in place and methods of tasking through Niche RMS\*.
- A daily PowerPoint bulletin is available to all staff via an Outlook link providing access to current intelligence (see below).\*
- DMM and TTCG are well run and effective meetings.
- OCU has a tasking unit available to immediately respond to any issue falling out from DMM.

### **Areas for Improvement**

- Briefings are in need of review and do not contain specific tasks linked to TTCG (see **Recommendation 3**).
- Intelligence interviews of suspects and witnesses should be routine but it is not and this is currently being addressed by CID input to prisoner interview and intelligence team (PIIT).\*
- Intelligence flow from NPTs and TPTs particularly re community and control strategy issues could be better. District FIOs have been specifically tasked with turning this around and encouraging intelligence flows.\*
- Intelligence flow from neighbourhood and joint action group meetings could be improved and this is being addressed through work with the City Council as part of their work to become NIM compliant.\*

### **Leadership and Direction**

#### Leadership

- 7.59 In June 2004, district chief inspectors were introduced who have specific geographical ownership and all staff were aligned with sector inspectors, both in terms of response and neighbourhood policing roles. A staff survey at that time identified the issue of lack of visibility of senior management and it was hoped that the new structure would help to overcome this, and the SMT believes that it has. Indeed the leadership audit and staff focus groups tend to support this view, although police staff were generally slightly less positive. In focus groups many positive comments were made about the OCU commander and his superintendent.
- 7.60 The current structure of the OCU is intended to ensure that all staff are clear about responsibilities and what their role is, and 92% of respondents in the leadership audit consider that their role was clearly defined.
- 7.61 The OCU Commander reports to the Assistant Chief Constable, Territorial Operations who chairs the OCU commanders' meetings and conducts quarterly performance reviews within the OCU.

#### **Strengths**

- Individuals were clear about their roles and responsibilities and have a good understanding of how they contribute to OCU priorities.
- The OCU is structured on a sensible geographic basis.\*
- An electronic weekly newspaper designed to cut down on the number of global e-mails circulated is widely read by staff \*
- The OCU commander schedules in visits to all operational sites on a regular basis.\*
- The OCU commander wrote personally to all members of staff to share with them his thoughts on workloads and recognising staff concerns over the introduction of RMS and the potential ramifications of the introduction of neighbourhood policing. This appears to have been well received.\*



### **Areas for Improvement**

- It is the view of the OCU that there is a need to keep staff better informed of developments. This point was raised within a number of focus groups.\*
- The OCU Commander operates an ‘open door’ policy for staff associations but they would welcome a more formalised meeting structure. The introduction of the neighbourhood policing project and the move to the new police station are just two current initiatives that involve major change and greater consultation and communication with staff will help better manage that change.

### **Performance Management and Continuous Improvement**

- 7.62 The OCU commander introduced a performance regime known locally as COMPSTAT, based upon a process of the same name that is widely used in the United States. This is intended to hold all sector inspectors and department heads to account on a monthly basis, and was partially as a response to a previous HMIC report (October 2002) that identified a number of deficiencies in its operating practices. The OCU performance improved and this was recognised at the time, both internally and externally. With the introduction of RMS, the Constabulary went through a period of about 15 months when there was limited data upon which to base the process. This had a negative affect on the OCU’s performance but the data is now available and the performance process has been reinvigorated.
- 7.63 The OCU commander chairs a strategic performance meeting attended by district chief inspectors, superintendent operations, finance and personnel managers, IMU manager, custody and CJU inspectors. This is, in turn, supplemented by district meetings, chaired by district chief inspectors, which examine the data in greater detail with their inspectors and sergeants. This is the area where the OCU needs to focus upon, as the inspection identified some gaps.
- 7.64 It is clear that the staff feel that performance drives the OCU but it is heavily focused on sanctions detections, and not broader issues. There did not appear to be a ‘corporate’ OCU goal and performance information was variable on districts. The OCU would benefit from having a balanced score card of performance measures for staff, including issues such file quality, PDRs and other quality measures.

### **Strengths**

- There is a strong commitment by the SMT to improve performance and each member clearly takes pride in delivering improvement.\*

### **Areas for Improvement**

- The OCU should introduce a system to hold staff to account by using a broad measure for staff performance (**see Recommendation 1**).
- There is a need for more intrusive supervision with clear direction on what is expected from staff. It may be helpful to link this to the new performance regime as an example of what is required and thus avoid the excuse that staff are too busy (**see Recommendation 2**).

- A matrix of performance information should be introduced for each sector.

## HMIC Going Local 3 – OCU Inspection

### Appendix A – GL3 Notional Contract

#### **Purpose**

This document follows an HMIC inspection of Southampton OCU in Hampshire police force, which was conducted in February 2007 and sets out the action required by the OCU together with the improvement outcomes required. It is between the HMI, the OCU Commander and his/her ACPO line manager.

#### **Action Required**

OCU inspection reports published by the HMIC contain both recommendations and areas for improvement. Save for exceptional circumstances rendering the implementation of recommendations impossible or inappropriate, the implementation of recommendations is a given. Areas for improvement are highlighted to assist the OCU and are intended to allow the OCU discretion and flexibility on how it responds.

For Southampton OCU, the HMIC requires that the following recommendations be implemented.

1. Performance management within teams and sectors needs to be reviewed to reflect the good practice elsewhere on the OCU. Meaningful personal performance objectives or a 'balanced scorecard' should be developed, directly linked to PDRs, and contain qualitative rather than just quantitative measures, such as sanction detections. Sectors should have a matrix of performance indicators that routinely include outstanding DNA/forensic hits, named suspects and overtime usage, amongst others.
2. There is a need for more intrusive supervision with clear direction on what is expected from staff. It may be helpful to link this to the new performance regime.
3. The briefing process should be reviewed; incorporating training and guidance for supervisors; visual aids; briefing product; and importantly ensuring that officers are directly tasked, together with reporting and follow-up systems.
4. The SMT needs to ensure adherence with the recently agreed force crime allocation policy implemented. This will be essential with the development of neighbourhood policing.
5. The Force should undertake a review of the current shift pattern, and make adjustments as appropriate to ensure the best match between demand and resources.
6. The OCU should, together with the force Custody Team undertake a thorough review of custody processes, benchmarking against similar OCUs, and continue to develop innovative ideas on joint working with other OCUs.
7. The HR department needs to develop further its PDR processes to ensure they assist in driving performance and are not merely an administrative function.
8. The OCU needs to develop and implement a diversity strategy.

### **Improvement Outcomes**

The implementation of recommendations and areas for improvement should ultimately lead to improvement in OCU performance. It is therefore essential that this notional contract include expectations as to future performance that are firmly linked to force and OCU priorities.

It is acknowledged that there will be occasions when circumstances change beyond the control of either the Force or the OCU Commander whereby the implementation of certain recommendations or improvement outcomes is rendered unrealistic and void. Account will therefore be taken of these factors when the HMIC revisit is conducted within the timescale described herein.

### **OCU Revisit and Review**

Southampton OCU will be revisited in February 2008 to determine whether this notional contract has been fully discharged. The HMIC will make an overall assessment that will fall within one of the following four options:

- 1) Fully discharged;
- 2) Partially discharged with further revisit scheduled;
- 3) Fully or partially discharged with aspects voided;
- 4) Not discharged with PSU referral.

## Appendix B

### Leadership Audit – Staff Survey results

#### Key to Scores:

5 = This is an integral part of our culture and operation and can be regarded as best practice

4 = Yes this is recognised as the way we do business, and we achieve real benefits

3 = Yes this usually happens but it could be improved

2 = This happens occasionally but there is no consistency

1 = No - this doesn't happen

0 = Don't Know

Question	0	1	2	3	4	5
<b>The OCU has an appropriate structure which is aligned to the Force Strategy</b>						
01 My role is clearly defined and contributes to the OCU and Force Strategy	0%	1%	6%	27%	35%	31%
02 I am set objectives which are clearly relative to my role and experience	0%	5%	19%	20%	33%	23%
03 Lines of accountability and responsibility within the OCU are clearly defined	1%	2%	19%	21%	38%	19%
04 Resources are effectively managed within the OCU including specific issues of demand and deployment	7%	19%	25%	27%	16%	6%
05 Throughout the OCU teams are balanced in terms of skills, experience and diversity	15%	26%	21%	14%	15%	10%
06 The health and safety procedures on the OCU are effective and make me feel safe in my workplace	5%	11%	12%	22%	38%	11%
<b>The OCU has a performance culture with integrity</b>						
07 My manager demonstrates an interest in my performance and development	0%	4%	10%	23%	30%	33%
08 I receive the development I need to perform my role	0%	2%	16%	37%	30%	15%
09 Within the OCU, good performance is recognised and rewarded	4%	14%	30%	26%	17%	10%
10 Innovation is promoted and supported on the OCU	11%	12%	23%	23%	20%	10%
11 On the OCU there is effective use of the National Intelligence Model - resources/tasking/coordination	26%	2%	11%	33%	16%	11%
12 OCU managers ensure that maintaining our integrity is more important than achieving good performance	20%	20%	12%	20%	19%	10%
13 The OCU delivers an effective service to the community	4%	16%	19%	28%	20%	14%
<b>Diversity</b>						
14 Diversity is embedded within the OCU, specifically in terms of personal values and all areas of business including selection and appointment of staff	7%	4%	7%	21%	36%	25%
15 Fairness at work procedures (e.g.: grievance or appeals) can be confidently used by staff on the OCU without fear of recriminations from managers	15%	6%	9%	20%	32%	19%
16 My manager's decisions in respect of operational issues are consistent	6%	1%	11%	16%	37%	28%
17 My manager's decisions in respect of disciplinary issues are consistent	19%	2%	7%	19%	27%	26%
18 My manager solves problems effectively	5%	2%	12%	25%	31%	25%
19 My manager inspires me with confidence	0%	12%	14%	21%	28%	25%
20 Sickness and welfare are effectively managed within the OCU	14%	10%	9%	30%	28%	10%
21 Managers deal effectively with bullying	41%	4%	2%	11%	27%	15%
22 Abstractions from duty - other than sickness - are effectively managed within the OCU	16%	16%	14%	26%	19%	10%
23 There is a commitment within the OCU to staff retention	17%	15%	21%	21%	19%	7%
<b>Personnel management</b>						
24 I have regular and meaningful contact with my line manager	0%	6%	15%	16%	36%	27%
25 My manager demonstrates a genuine interest in me	0%	6%	12%	16%	38%	27%
26 I feel that my contributions are welcomed and valued	2%	6%	11%	21%	35%	25%
27 My manager makes me feel proud of the service we deliver	1%	9%	12%	22%	33%	22%
28 My manager makes me feel trusted, valued and included	0%	10%	11%	21%	31%	27%
29 Training and development is allocated on the OCU according to need	11%	14%	10%	40%	20%	6%
30 I am encouraged to learn by my manager	1%	10%	16%	30%	25%	19%
31 I feel prepared for future changes	10%	16%	17%	26%	26%	5%
32 Coaching and mentoring is available to me if I need it	11%	12%	14%	17%	35%	11%
33 Personnel issues are dealt with by my manager in a relevant and timely manner	7%	9%	9%	16%	31%	28%
<b>Communication</b>						
34 The OCU Commander & Senior Management Team has a high profile within OCU	12%	11%	17%	23%	22%	14%
35 My manager communicates relevant information to me	0%	2%	11%	19%	44%	23%
36 I feel that, where it is appropriate, I am consulted on matters of policy and strategy	6%	16%	15%	19%	35%	10%
37 My manager is available when I need to talk to him/her	0%	5%	16%	16%	32%	31%
38 The OCU Commander, Senior Management Team are available to staff at appropriate times	19%	7%	12%	25%	23%	14%
39 The OCU Commander and SMT respond in a positive way to feedback from staff	25%	6%	15%	25%	20%	10%
40 My manager responds in a positive way to feedback from staff	7%	5%	10%	15%	41%	22%

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HMIC BCU reports represent a snapshot in time, ie when the inspection occurred. It is acknowledged that performance may have changed since the time of the inspection. Every effort is made to publish reports as soon as possible after inspection.