

**HM Inspectorate of Constabulary
Northern Regional Office**

**Follow up/Monitoring visit to East Riding BCU
Humberside Police**

BCU Inspection conducted – February 2004

Follow-up visits conducted – July 2005 & January 2006

East Riding BCU – Humberside Police

Date of Inspection	Reinspection Team	BCU Commander	Date of Final Report	Date of monitoring
February 2004	Chief Superintendent Kevin Mayhew & Chief Inspector Jo Rogerson	Chief Superintendent Geenty	February 2004	July 2005 & January 2006

This second revisit report for East Riding BCU focuses on three of the original nine recommendations which, following reinspection in July 2005, were considered by the inspection team to require further work to be undertaken by the BCU. This report therefore focuses on:

- Original recommendation 2 – Communication Strategy;
- Original recommendation 4 – Skills Audit; and
- Original recommendation 5 – PDR processes.

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





- The SMT has remained largely unchanged since the revisit inspection in July 2005, although it has seen a change in personnel undertaking the role of superintendent operations.
- The BCU committed a number of staff to the project of progressing the three recommendations requiring re-examination.

2. Performance Summary

The table below shows the crime performance data for the latest 12-month period (December 2004 to November 2005)

Performance Indicator	Performance Dec 03 to Nov 04	Performance Dec 04 to Nov 05	% Change	MSBCU Group mean	The BCUs ranked position
Recorded crime per 1,000 population	72.65	67.13	-7.59%	67.34	6
Recorded crime detection rate	25.81%	25.65%	-0.16 p.p.	30.34%	14
Domestic burglary per 1,000 households	9.06	7.87	-13.12%	6.44	13
Domestic burglary detection rate	13.93%	14.07%	0.15 p.p.	20.65%	13
Robberies per 1,000 population	0.38	0.25	-36.00%	0.26	9
Robbery detection rate	36.80%	18.75%	-18.05 p.p.	29.03%	14
Vehicle crimes per 1,000 population	9.98	8.38	-16.01%	7.28	12
Vehicle crime detection rate	9.22%	9.88%	0.66 p.p.	9.88%	13
Violent crimes per 1,000 population	15.91	13.69	-13.97%	14.23	6
Violent crime detection rate	54.31	57.39%	3.08 p.p.	60.17%	10

A performance summary for the BCU over the same time period as in the above table and showing performance against the MSBCU group:

<p>Good – Getting Better</p> <ul style="list-style-type: none"> • Total Crime per 1,000 population • Robbery per 1,000 population • % Vehicle Crime detected (same rate as MSBCU group mean) • Violent Crime per 1,000 population 	<p>Good – Getting Worse</p> 
<p>Poor – Getting Better</p> <ul style="list-style-type: none"> • Domestic Burglary per 1,000 households • % Domestic Burglary detected • Vehicle Crime per 1,000 population • % Violent Crime detected 	<p>Poor – Getting Worse</p> <ul style="list-style-type: none"> • % Total Crime detected • % Robbery detected 

In the main, the BCU has experienced improved performance in most areas.

- Crime offences have fallen in the BCU over the recent months with the exception of domestic burglary and vehicle crime which have risen slightly.
- Detection rates for domestic burglary, vehicle crime and violent crime have improved but total crime and robbery have worsened.

Type of Detection method

The table below shows the type of detection methods in the BCU for the latest 12 month period (December 2004 to November 2005) compared to the MSBCU group:

	Number of Detects	No of Fixed Penalties	Number of Charged/ Summons	Number of Cautions	Number of TIC (recorded)	Number of TIC (not recorded)	Number of other detects	% of Other Detects
Total Crime - EROY	5593	355	2511	1412	261	63	991	17.72%
Total Crime - MSBCU Ave	4851.33	264.73	2511.13	1069.13	251.67	61.73	692.93	14.28%
Domestic Burglary – EROY	151	0	85	8	50	2	6	3.97%
Domestic Burg - MSBCU Ave	132.60	0	76.13	8	36	2.60	9.87	7.44%
Robbery- EROY	15	0	11	1	0	0	3	20.00%
Robbery - MSBCU Ave	18.13	0	16.13	0.73	0.20	0	1.07	5.88%
Vehicle Crime – EROY	269	0	132	33	74	1	29	10.78%
Vehicle Crime – MSBCU Ave	224.13	.020	113.47	22.53	74.13	2.07	11.73	5.23%
Violent Crime – EROY	2551	257	1059	648	2	0	585	22.93%
Violent Crime – MSBCU Ave	2032.67	125.53	1061.87	451.07	1.80	0.40	392	19.29%

Please note: The MSBCU group is out of 15 BCUs

The BCU charged or summoned more offenders than the MSBCU mean for total crime, domestic burglary, vehicle crime and violent crime. This represents considerable work and the BCU is to be congratulated for this commitment.

The BCU also has a higher proportion of ‘other detects’ for total crime, robbery, vehicle crime and violent crime than the MSBCU group means and this is worthy of further analysis by the BCU command team.

3. Inspection Recommendations

Recommendation 2	
<p><i>That the BCU Commander revisits the communication strategy already published, to ensure the views of staff across the BCU are reflected in it. The strategy should include a structured programme for visibility and accessibility of the SMT across the BCU on a regular basis and an identified feedback mechanism for staff.</i></p>	
Action taken by BCU	Measurable Impact
<ul style="list-style-type: none"> • The SMT has undertaken a full review of the communication strategy involving a consultation exercise with over 150 staff across the BCU, to determine preferred consultation and communication methodology. Significant changes as a result of the consultation have included: <ul style="list-style-type: none"> - a rebranding of the divisional information newsletter (Focus) to make it one point of information for staff; - a published programme of SMT visits across the BCU with emphasis being placed on informal but focused visits, including the relaying of key messages; - a system to record and act upon feedback received during SMT visits; and - a review of the various formal meetings required across the BCU including frequency, attendance and feedback processes, 	<ul style="list-style-type: none"> • Staff acknowledged a significant difference with the communication across the BCU. They felt informed and involved. • All staff were aware of and appreciated the new look newsletter, finding the summary style with additional links on how to find more detailed information when necessary, appropriate and a more efficient use of their time. • Without exception, all staff interviewed during the revisit were supportive and appreciative of the significant efforts made by the SMT to enhance their visibility and consultation processes. It was apparent, the feedback processes following such visits, were timely and effective. • The command team values the communication forums in place and recognises the significant value of the new structures. These provide a strong platform to assist in implementing new BCU structures known as operation Triton.

Recommendation 4

Her Majesty's Inspector of Constabulary recommends the BCU undertakes a formal skills and knowledge audit to ascertain more precisely the requirements of the new BCU policing model. Once complete, this audit should form the basis of a training and development plan for the next 12 months.

Action taken by BCU	Measurable Impact
<ul style="list-style-type: none">• The BCU has undertaken a full skills audit of all personnel which has included:<ul style="list-style-type: none">- the design of an appropriate skills audit questionnaire;- analysis and discussion to determine mandatory, role essential, desirable and divisionally required skills for each role;- the design and development of an effective IT programme and database to capture and search skills profiles; and- gap analysis for the BCU and individual local policing teams.	<ul style="list-style-type: none">• In progressing this work, significant commitment has been made to ensure an effective and continually updated skills profile for the BCU.• The SMT recognises the value of the process and product which has already assisted the command team in identifying a skills gap of sufficient response drivers. The BCU Commander is undertaking appropriate discussions with Force training in an attempt to resolve the issue and address the gap. It is intended to make full use of the skills profile during the forthcoming business planning processes.• Staff acknowledged the value of the skills audit in order to achieve appropriate and prioritised training. In particular, they appreciated the transparency of the new process being able to see clear links to prioritising the skills profile gaps.

Recommendation 5

That the BCU reviews its local implementation of the PDR process, with 'SMARTS' objectives linked to Force and BCU priorities. An auditing process should be built into the model to engender a culture of continuous improvement.

Action taken by BCU	Measurable Impact
<ul style="list-style-type: none">• The SMT has undertaken a comprehensive review of the PDR processes with significant parts including:<ul style="list-style-type: none">- a visit to Lancashire Constabulary to observe PDR in operation, similar to the electronic process due to be implemented by Humberside Police in April 2006;- all supervisors of the rank of sergeant and inspector were visited across the BCU, with specific emphasis placed on messages to ensure all staffs' involvement in PDR and its linkage to divisional performance objectives;- marketing material developed to assist in the key messages regarding PDR including the creation of a BCU PDR Intranet site;- BCU generic PDR performance objectives produced, feature a commitment to PDR by each staff member; and- an interim PDR review document with all BCU staff having had one completed includes a suitable evidence gathering storage system.	<ul style="list-style-type: none">• The knowledge and understanding of staff regarding the purpose and value of PDR processes had greatly improved. Staff supported the interim process and greatly valued the generic performance objectives 'menu of options' profiles.• All staff spoken with had completed interim PDRs and recognised the need for performance objectives to be linked to BCU business. In addition they identified the recent skills audit as a positive way of also supporting individuals and enhancing BCU effectiveness through the targeted and appropriate identification of training needs within the PDR system.

4. Monitoring Assessment and Follow-up action

Have all recommendations been accepted and acted upon?	Yes
Has the remedial action/implementation plan led to demonstrable improvement?	Yes
Has performance in relation to national/local targets improved? If not, are the reasons for deterioration understood (e.g. transition to NCRS) and being addressed?	Yes
Have any problems arisen since the Inspections that are likely to affect performance and merit further scrutiny by HMIC?	No
Other than notification of monitoring outcome to regional office (lead staff officer), is any further action required by HMIC inspection team – e.g. contact with PSU?	No

5. Conclusions

- The reinspection team recognises the considerable commitment that the BCU has made in progressing the three recommendations. In particular, the inspection team considers the appointment of a project team that provided a central focus for the extensive work undertaken to be commendable.
- The inspection team was impressed by the willingness of staff at all ranks and grades, to embrace the changes made and by their enthusiasm and determination to improve policing services provided by Humberside Police.

Kevin Mayhew & Jo Rogerson
HMIC Staff Officers