

**HM Inspectorate of Constabulary
Northern Regional Office**

**Follow-up/Monitoring Visit
North Lincolnshire BCU
Humberside Police**

BCU Inspection Conducted - September 2003

Follow-up Visit Conducted - February 2005



Follow up/monitoring visits to inspected BCUs

North Lincolnshire BCU - Humberside Police





Date of Inspection	Lead Inspector on revisit	BCU Commander	Date of final report	Date of monitoring
15 September 2003	Mr K Williams HMIC (accompanied by Superintendent D Kendall)	Ch/Supt Graham Di Duca	3 November 2003	23 February 2005

1. *Significant developments since the original Inspection (e.g. boundary changes, changes to management team, increase/decrease in strength)*
 - There have been a number of changes within the Senior Management Team (SMT) since the original Inspection. The BCU Commander remains the same but the superintendent (operations) and the crime manager are new. An additional post has been created within the management team at chief inspector level with responsibility for LPTs and performance.
 - At Force level, a corporate operating framework has been introduced. This has provided greater flexibility to divisional commanders as to how they can use the staffing resources available to them. The 'pure' LPT model which was in force at the time of the original Inspection has been relaxed and a more traditional approach to service delivery reintroduced. This is based around incident resolution teams (response officers) who support neighbourhood officers. Staff remain based within LPT bases, of which there are six, spread across the division.
 - Whilst the overall number of LPTs within the division remains the same, the number of LPT commanders (at inspector rank) has been reduced. This has produced better 'economies of scale' and has freed up inspector posts.
 - The Force has refocused its attention on 'hard edged' performance improvement and delivery. This BCU is producing the best performance improvement within the Force.

2. Performance

North Lincolnshire BCU (Scunthorpe) Performance Summary

Below is a summary of North Lincolnshire's performance for the time period April 2004 to January 2005 (year to date period):

Good – Getting Better  <ul style="list-style-type: none"> % Vehicle crime detected. % Robbery detected (in line with MSBCU group average). 	Good – Getting Worse 
Poor – Getting Better  <ul style="list-style-type: none"> Total crime per 1,000 population % Total crime detected Domestic burglary per 1,000 households Robbery per 1,000 population Vehicle crime per 1,000 population Violent crime per 1,000 population % Violent crime detected 	Poor – Getting Worse  <ul style="list-style-type: none"> % Domestic burglary detected

Crime Performance Table compared to Most Similar BCU group

Crime Performance Table					
Indicator	Performance April 2003 to January 2004	Performance April 2004 to January 2005	% Change	MSBCU group for April 2004 to January 2005	
				Rank	Average
Total recorded crime per 1,000 population	126.97	110.68	-12.83%	15	73.62
% Total crime detected	21.13%	23.56%	2.43 p.p.	15	30.18%
Burglary dwelling per 1,000 households	25.17	17.77	-29.42%	15	9.28
% Burglary dwelling detected	22.44%	15.32%	-7.11 p.p.	10	18.70%
Robberies per 1,000 population	1.52	0.97	-36.44%	13	0.44
% Robberies detected	15.25%	30.00%	14.75 p.p.	9	30.12%
Vehicle crimes per 1,000 population	21.33	14.98	-29.79%	15	8.78
% Vehicle crimes detected	10.01%	16.45%	6.44 p.p.	6	12.94%
Violent crime per 1,000 population	25.52	24.74	-3.06%	15	16.53
% Violent crime detected	36.63%	42.95%	6.32 p.p.	14	58.43%

Please note: This data is not validated and is therefore only provisional

- The BCU is showing improved performance for the majority of the key crime indicators, for the period April 2004 to January 2005, as compared to the same period the previous year. It has seen reductions in total crime, domestic burglary, robbery and vehicle crime. Encouragingly, the BCU has also started to see reductions in the levels of violent crime.
- The majority of the detection rates are also improving, in particular for vehicle crime and robbery. The vehicle crime detection rate is significantly better than the most similar BCU average.
- A point of concern is the detection rate for domestic burglary. The BCU has seen a decreased rate by 7.11 percentage points to 15.32% for April 2004 to January 2005. This is worrying and requires attention by the BCU.
- Even though the BCU has made substantial improvements in its performance, which Her Majesty's Inspector acknowledges and compliments all staff for their efforts, further progress is still required when compared to the MSBCU group. The BCU needs to increase its commitment on reducing crime levels further and improving detection rates.

3. Inspection Recommendations

Recommendation 1	
<i>(a) That the BCU Commander develops team building practices and procedures, with the assistance of the Force training unit in relation to his senior management team, and LPT units. (b) It is also necessary to develop greater understanding and co-operative working practices between all personnel across the BCU.</i>	
Action taken by BCU	Measurable impact
<p>The divisional SMT meets weekly (a). The divisional management team meets monthly (a). Local policing teams, incident resource teams (IRTs) and members of the Special Constabulary meet every six weeks on a staggered basis in order that the SMT can attend them all (a). The divisional SMT has biannual 'away days' for teambuilding and strategic planning (a). The Force management development training includes inputs on team building and teamwork (a). A monthly meeting is held with the staff associations (b). A divisional bulletin is e-mailed to staff on a weekly circulation (b). A regular publication 'The bosses never tell us anything' is circulated to all staff (b). SMT and inspectors have PDR objectives for communication (b). The Divisional Commander has prepared a written communication strategy, which includes a number of other meetings, e.g. office managers' meetings (b). Fortnightly and daily tasking processes routinely include staff with different functional responsibility (b).</p>	<p>There is significant understanding by the vast majority of staff at all levels on the division's performance, issues affecting service delivery and common problems. There is also widespread understanding of the role and function of the various operational units on the division, not withstanding the changes brought about under the two stages of the divisional restructuring.</p> <p>This is evidenced by the type of discussions being minuted in the various meetings and consultation forums detailed opposite.</p> <p>This can be measured by the speed in which issues are quickly identified and addressed, which again is supported by the division's significant increases in performance across a wide range of indicators.</p>

Recommendation 2	
<p><i>(a) That the BCU Commander critically reassesses the structure, roles, responsibilities and lines of accountability of the superintendents, chief inspectors, inspectors and sergeants to ensure they all have an obvious and auditable role in performance delivery across the BCU. (b) There is a need to provide transparency and direction concerning their roles and leadership responsibilities. (c) Moreover, they must understand their role in the achievement of all BCU priorities. There needs to be clearly identified accountability structures within a robust performance management regime.</i></p>	
Action taken by BCU	Measurable impact
<p>The role requirements for all SMT staff have been reviewed and revised.</p> <p>The recent divisional restructure (July 2004) has determined the need for the role requirements of both inspectors and sergeants to be redrafted. This is now being undertaken as part of Phase II of the divisional restructuring process - April 2005.</p> <p>Greater clarity is required about the roles of inspector (roads policing) and detective inspectors. These role requirements are being redrafted (a).</p> <p>Following a Force Best Value review regarding the investigation of crime, the roles of senior detectives are being revised and implemented at Force level – murder incident team (a).</p> <p>A robust divisional performance management regime has been introduced to mirror the weekly/monthly performance meetings of the Chief Constable (a).</p> <p>All LPTs and IRTs are reviewed by superintendent (operations)/chief inspector (LPTs) on a bimonthly basis according to a fixed agenda (b&c).</p> <p>SMARTS based targets are set following each review and re-reviewed at the next meeting. Emphasis is placed on performance in prevention and detection of signal crimes (b&c).</p> <p>Monthly performance meetings have been introduced (b).</p> <p>CIT and local Operation Vanguard officers have been given specific performance targets (b&c).</p> <p>The BCU performance management model is to be formatted and disseminated to all staff (b&c).</p> <p>A number of other role descriptions are being rewritten as part of the BCU restructure.</p>	<p>The division's significant improvement in performance is clear evidence of the impact of more robust and accountable divisional performance management framework and procedures.</p> <p>The restructuring of the division has provided staff with greater clarity in terms of the role, area of responsibility and line management.</p>

Recommendation 3	
<i>(a) That the BCU SMT develops a significant internal communication strategy within the BCU for regularly consulting staff, and to facilitate the provision of feedback and information sharing across the BCU. (b) The communication structures established as part of the strategy must be monitored and audited for effectiveness. (c) The BCU SMT and inspectors ought to be fully aware of the importance of two-way communication and should be measured in their effective delivery by way of PDR (Performance Development Review). (d) Management reporting structures need to be challenged with the emphasis being placed on effective communication and leadership.</i>	
Action taken by BCU	Measurable impact
<p>The Divisional Commander has prepared a written communication strategy which includes a review and audit process (a&b). Each LPT (six) holds a staff meeting every six weeks in a rolling programme (= one meeting per week). The Divisional Commander and members of the SMT attend (a).</p> <p>The monthly DMT involves all inspectors and staff associations (a).</p> <p>A monthly meeting is held with the staff associations (a).</p> <p>Divisional news is emailed to staff on a weekly basis (a).</p> <p>Anonymous questions from staff are encouraged via staff associations (a).</p> <p>A regular publication entitled 'The bosses never tell us anything' is circulated to all staff (a).</p> <p>A local staff suggestion scheme is to be introduced by April 2005 (a).</p> <p>The health and safety website includes a 'near miss' electronic reporting mechanism.</p> <p>The post of chief inspector (operational performance) has responsibility for LPT support and management and also links LPT staff with the SMT.</p> <p>Members of the SMT and all inspectors will have PDR objectives for communication (c).</p> <p>As per Recommendations 2 & 7 roles, responsibilities and reporting lines have been re-assessed. Communication objectives are now included in managers' PDRs (d). The Force staff survey is utilised to monitor and review the effectiveness of communications on the BCU.</p>	<p>There is significant understanding by the vast majority of staff at all levels on the division's performance, issues affecting service delivery and common problems. There is also a widespread understanding of the role and function of the various operational units on the division, notwithstanding the changes brought about under the two stages of divisional re-structuring.</p> <p>This is evidenced by the type of discussions being minuted in the various meetings and consultation forums detailed opposite which, clearly demonstrated that two way, top down and bottom up communication is taking place.</p> <p>This can be measured by the speed in which issues are quickly identified and addressed, which again is supported by the division's significant increases in performance across a wide range of indicators.</p>

Recommendation 4	
<i>That the BCU Commander complies fully with his legal responsibilities in respect of health and safety. A policy must be developed, together with a regular formalised meeting structure and audits should be undertaken in line with legal requirements. The CS spray in the BCU should be stored in compliance with Force policy and regular audits undertaken.</i>	
Action taken by BCU	Measurable impact
<ol style="list-style-type: none"> 1. CS spray is stored in compliance with Force policy. Every officer is provided with a secure metal locker or drawer. 2. New LPT bases will contain lockers with specific provision for the storage of CS spray. 3. Every constable and sergeant is to be allocated a responsible officer (inspector or above) to conduct regular checks for compliance with personal defence training. 4. A full audit will be carried out every year to include whether CS shelf life has expired and compliance with storage requirements (when not worn). 5. An annual 'snap audit' of 30 CS sprays is to be held. 6. A divisional health and safety committee has been formed to include a cross section of staff (including staff associations). 7. Health and safety policy is complete and approved by the Divisional Commander, the divisional health and safety committee and the Force health and safety officer. 8. The divisional health and safety committee currently meets every six weeks. Eventually, it will mirror Force health and safety meetings which are held on a quarterly basis. 9. A divisional health and safety website has been launched. 10. A system of safe anonymous reporting for 'near misses' and potential hazards has been introduced. 11. The Force health and safety inspectorate conducted an inspection of the division in January 2004. 	<p>Low levels of H&S issues/incidents are occurring and being recorded.</p>

Recommendation 5	
<i>That a skills and knowledge audit is conducted in relation to the additional requirements of BCU staff since September 2001, and that the BCU Commander liaises with the Force training department to develop a training and development plan to address the shortfalls identified.</i>	
Action taken by BCU	Measurable impact
<ol style="list-style-type: none"> 1. The PDR mechanism identifies skills and training requirements of staff on an annual basis. 2. A searchable database of skills is maintained. 3. The chief inspector P&S has identified skills gaps across the LPTs and IRTs. 4. A training needs analysis is completed as part of annual process and chief inspector (P&S) has submitted training bids to the Force training unit. 5. The division has updated the Force training unit of shortfalls in available courses to match requirements and explored alternative methods of delivering training where shortfalls occur. 6. A tutor unit has been formed in order to ensure that 'young in service' officers are closely monitored and their core skills are developed. 7. The tutor unit also assists all operational officers with any develop and training needs. 8. A task and finish group is conducting ongoing work on the new Force-wide PDR process this includes an identified training needs element. 	<p>The tutor unit is now providing 'independent' patrol ready officers direct to the IRTs. These officers are fully trained and prepared for this type of work.</p> <p>The 'new' skills development officer, within the tutor unit, is providing a lead in terms of training all staff, identifying development needs and meeting them.</p>

Recommendation 6	
<i>That the BCU reviews and improves the local implementation of the PDR process to ensure that 'SMART' objectives are linked to the Force and BCU priorities. This process should be regularly monitored and audited. This will assist with the continuous improvement of staff and maximise their potential to contribute positively to BCU performance.</i>	
Action taken by BCU	Measurable impact
<ol style="list-style-type: none"> 1. The 2004/05 PDR commenced in February 2004 and is ready for start of policing plan year. 2. PDR objectives have been set that support BCU and Force priorities/objectives and are monitored as part of chief inspector (operations) performance responsibilities. 3. All PDRs are reviewed after six months in line with Force policy. 4. An audit process is to be conducted to check compliance. 	<p>The division's significant improvement in performance is clear evidence of the impact of a more robust and accountable divisional performance management framework and procedures.</p>

Recommendation 7	
<i>(a) That a performance accountability process be developed and implemented which meaningfully devolves SMARTS targets and clear objectives in relation to performance delivery to LPTs. (b) A process must be put into practice which will regularly monitor and audit performance and individuals must be held to account for operational delivery. (c) This system must be capable of measuring performance provision in respect of quality of life policing including high visibility patrol.</i>	
Action taken by BCU	Measurable impact
<ol style="list-style-type: none"> 1. All LPTs and IRTs are reviewed by the superintendent operations/chief inspector (LPTs) on a monthly basis according to a fixed agenda (a). 2. SMARTS based targets are set following each review and are re-reviewed at the next review (a). 3. Emphasis is placed on performance in respect of the prevention and detection of signal crimes (a). 4. Monthly performance meetings have been introduced (a). 5. The division complies with the requirements of the Force lead on Operation Vanguard (a). 6. The BCU has introduced a 'vanguard team' (a). 7. High visibility patrol is measured during the Force activity analysis programme (b). 8. Quality of life policing is measured against a number of performance indicators including public disorder, anti-social behaviour, etc (b and c). 9. CIT and local vanguard officers have been given specific performance targets (b and c). 10. A performance management chart is to be formatted and disseminated to all staff (c). 	<p>The division's significant improvement in performance is clear evidence of the impact of a more robust and accountable divisional performance management framework and procedures.</p>

Recommendation 8	
<i>That the BCU SMT address the crime input backlog as a matter of urgency. Adequate resources should be supplied and operating hours of the crime input bureau reviewed.</i>	
Action taken by BCU	Measurable impact
1. The Force crime direct system, (centralised crime recording) was introduced in December 2004. All crimes are now dealt with by the centralised crime recording bureau.	The division's significant improvement in performance is clear evidence of the impact of a more robust and accountable divisional performance management framework and operating procedures.

Recommendation 9	
<p><i>(a) That the BCU SMT undertakes detailed research and consultation, which considers the key issues around deployment, across the BCU, in respect of call handling and deployment practices at ACR and BCU helpdesk level. Strategies and policies must then be developed and implemented. (b) The BCU SMT must also consult with Force operations department about centralised deployment practices and ensure that there are regular meetings to address issues of concern. The aim must always be to balance demand with available resources.</i></p>	
Action taken by BCU	Measurable impact
<ol style="list-style-type: none"> 1. Command centres have now been returned to central control under the operations branch. A local management unit is in place (a&b). 2. Following restructure, the division has developed and implemented a single response capability for the three urban LPTs and a single proactive investigative unit (a&b). 3. An advice/help desk staff (including LPT office managers) working group has been formed that meets every five weeks under the chairmanship of the chief inspector (LPTs) to problem solve local call handling and incident management issues and share good practice across advice desk staff and office managers (a&b). 4. Consultation in respect of call handling and deployment practices takes place within the Force operations user group on a monthly basis. In addition, a working group including division, SCC and partners has been introduced and meet at regular intervals. This is supported by daily informal contact (a &b). 5. Variable shift arrangements was introduced on 10 November 2003. 6. The ongoing Force level 'call handling' project is addressing this recommendation and will formulate a Force-wide corporate action plan. 7. NSPIS command and control has been introduced Force-wide. 8. A Force level crime direct user forum has recently been established. 9. A BCU review of the advice desk was undertaken in November 2004. This will be repeated in April 2005 and will be expanded to include all call management processes on the BCU. 10. Log performance is now managed daily by the chief inspector operations and is also included in daily tasking. 	<p>The division's significant improvement in performance is clear evidence of the impact of a more robust and accountable divisional performance management framework and operating procedures.</p>

Recommendation 10	
<i>(a)That the BCU SMT urgently develops and implements a consultation framework for the communities of the BCU, thus involving them in the policing of their area. This should be flexible and meet the needs of all local communities. (b)It is also important to devise and implement a communication and marketing strategy for the communities of North Lincolnshire which keeps them updated about police activities in their areas. Both these strategies must be monitored and audited.</i>	
Action taken by BCU	Measurable impact
<ol style="list-style-type: none"> 1. Force consultation procedures are currently being reviewed by the corporate services branch and the Police Authority. A joint consultation strategy is being developed (a&b). 2. In consultation with the Police Authority's consultation and partnership committee, the number of police community liaison committees has been increased from two to six. There will be one in each LPT every quarter (a&b). 3. All town and parish councillors, every NHW group and known residents associations to be invited to every panel meeting. 4. A dedicated press liaison officer is allocated to the division (a&b). 5. All LPTs are to circulate a quarterly newsletter to 'their' local community (a&b). 	<p>Work is 'ongoing' within this area of activity both locally and at Force level.</p> <p>The division has received greater local media coverage, which has assisted it to better market its success in terms of its improved operational performance.</p>

Recommendation 11	
<i>That the BCU puts into place a comprehensive implementation plan with identified milestones and target dates for the full implementation of the National Intelligence Model within the BCU, including cross BCU tasking.</i>	
Action taken by BCU	Measurable impact
<ol style="list-style-type: none"> 1. NIM requirements at the division have been 'actioned' in accordance with the Force project and in conjunction with the Force director of intelligence. 2. All divisional inspectors, sergeants and constables have completed Force NIM training. 3. The Force level roll out of NIM processes is ongoing. 	<p>The division's significant improvement in performance is clear evidence of the impact of a more robust and accountable divisional performance management framework and operating procedures.</p>

Recommendation 12	
<i>That the BCU SMT develops and implements briefing standards that are quality assured and NIM compliant. All staff should be briefed in a way that allows them to fully support BCU performance and understand their role in delivering priorities. A quality control system should be developed to dip sample those officers who self-brief.</i>	
Action taken by BCU	Measurable impact
<ol style="list-style-type: none">1. The Force is NIM compliant2. Also see Recommendation 11 (above).3. A Force-wide roll out of intranet based briefing, tasking and de-briefing programme (TABs) taking place.4. NIM processes are now included and monitored as part of the monthly performance reviews undertaken by chief inspector (operations).	The division's significant improvement in performance is clear evidence of the impact of a more robust and accountable divisional performance management framework and operating procedures.

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 and being addressed?	YES
Have any problems arisen since the first monitoring visit that is 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

There is clear evidence of the substantial commitment and focus demonstrated by the divisional senior management team to review and restructure the BCU, whilst at the same time bearing down heavily on improving the operational performance of the division.

Significant improvements in service delivery have been delivered since the original Inspection took place. Whilst Her Majesty's Inspector is pleased to compliment the Divisional Commander and all his staff (inclusive of those personnel who have moved to other roles within the organisation) for their sustained efforts to improve the overall performance of the division, he does so in the knowledge that aspects of the work remain 'in progress'.

That said, from his meetings with members of the divisional management team and operational staff, he is convinced the drive and commitment to deliver the best possible policing service to the communities of North Lincolnshire is an ongoing objective upon which all personnel remain focused.

He considers that the BCU inspection process has been of benefit to the division and it is now wholly appropriate for his 'direct' involvement with this BCU, via this inspection, to conclude.

Dave Kendall
Lead Staff Officer