

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

**Follow-up Visit to Milton Keynes BCU  
Thames Valley Police**

**BCU Inspection Conducted – December 2006**

**Follow-up Visit Conducted – July 2007**



## Follow up/monitoring Visits to Inspected BCUs

### Milton Keynes BCU - Thames Valley Police

Date of Inspection	Lead Inspector	BCU Commander	Date of final report	Date of monitoring visit
December 2006	C/Superintendent Frank Sullivan	C/Supt John Liversidge	March 2007	July 2007

## 1. Performance Information

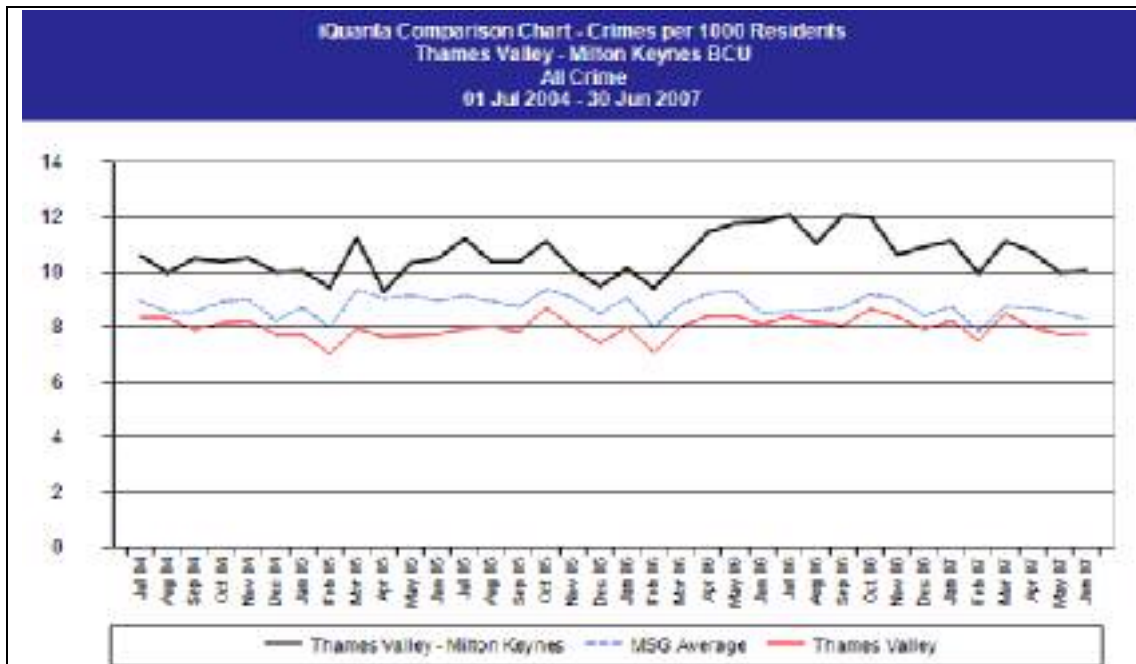
### 1.1

Crime Levels and Sanction Detections	July 2005 to June 2006	July 2006 to June 2007	% Change
Total recorded crime	27,906	28,792	3.17%
Number of crimes with a sanction detection	7,894	7,327	-7.18%
% Crimes with a sanction detection	28.29%	25.45%	-2.84 %Pts
Total recorded crime per 1,000 population	127.73	131.78	3.17%
Total residential burglary	1,054	1,094	3.80%
Number of residential burglaries with a sanction detection	119	195	63.87%
% Residential burglaries with a sanction detection	11.29%	17.82%	6.53 %Pts
Total residential burglaries per 1,000 households	11.94	12.39	3.80%
Total vehicle crime	3,470	3,619	4.29%
Number of vehicle crimes with a sanction detection	239	343	43.51%
% Vehicle crimes with a sanction detection	6.89%	9.48%	2.59 %Pts
Total vehicle crime per 1,000 population	15.88	16.56	4.29%
Total violent crime	4,999	4,957	-0.84%
Number of violent crimes with a sanction detection	2,766	2,122	-23.28%
% Violent crimes with a sanction detection	55.33%	42.81%	-12.52 %Pts
Total violent crime per 1,000 population	22.88	22.69	-0.84%
Total robbery	301	328	8.97%
Number of robberies with a sanction detection	62	55	-11.29%
% Robberies with a sanction detection	20.60%	16.77%	-3.83 %Pts
Total robbery per 1,000 population	1.38	1.50	8.97%

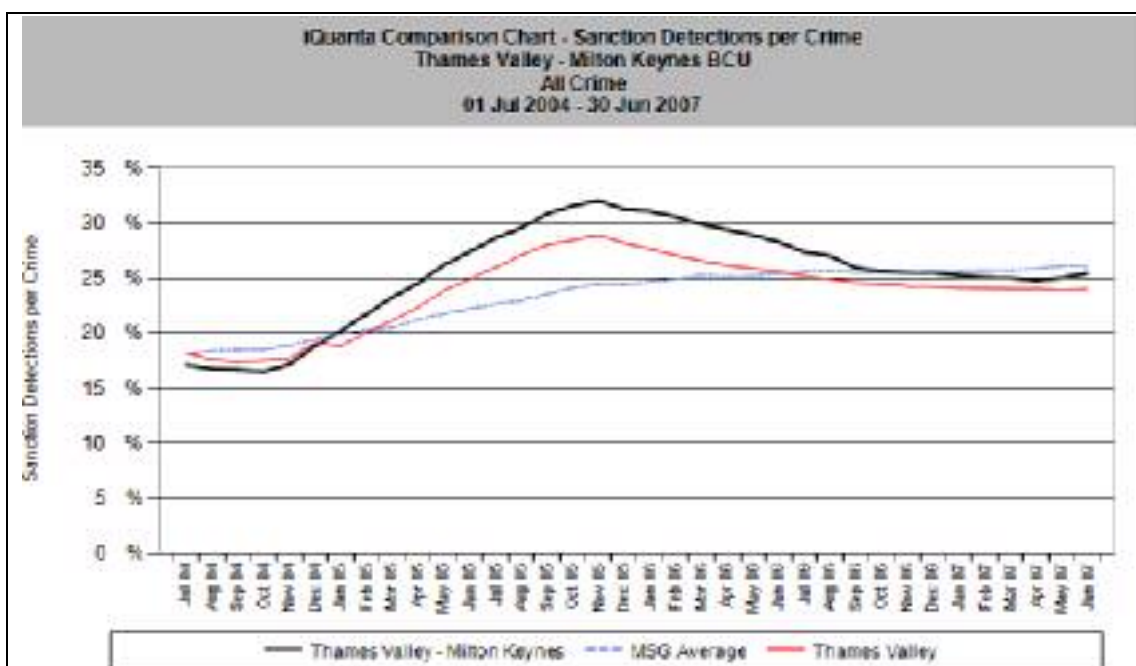
Re-inspection of Milton Keynes BCU – Thames Valley Police  
 July 2007  
 DRAFT

**Total Crime**

For the year July 2006 to June 2007 Milton Keynes has had a **3.17% increase** in the number of recorded crimes when compared to the previous year. Milton Keynes is currently **above** the MSBCU average. Projections of the last 3 and 6 months' data show crime **decreasing**; projection of the last 12 months' data shows crime **increasing slightly**.

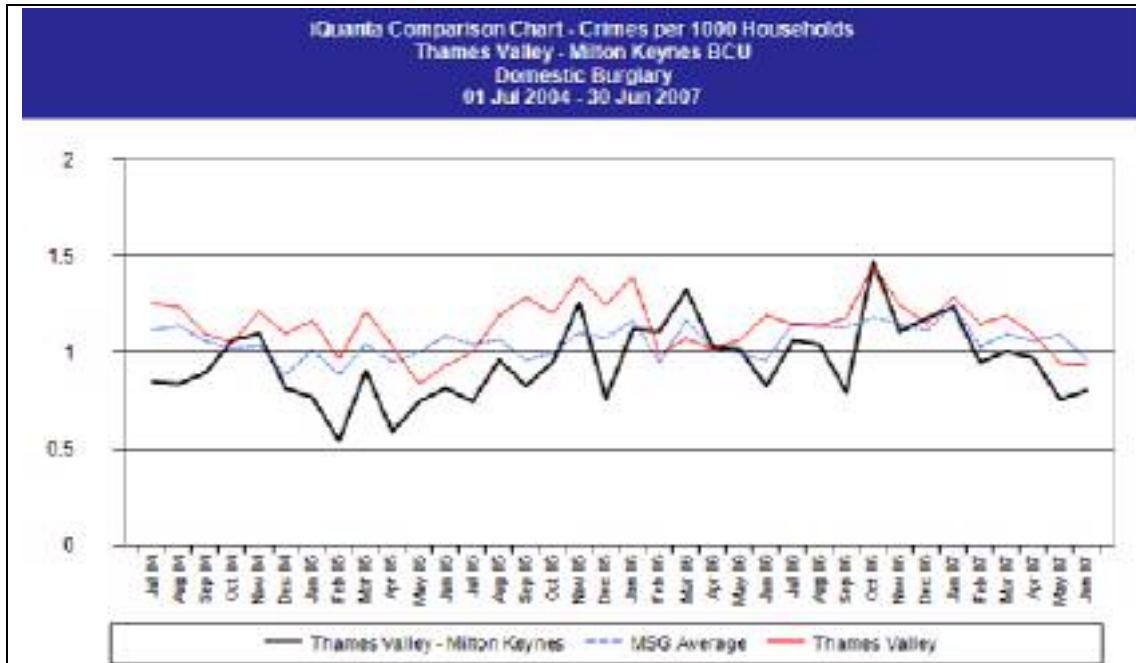


The sanction detection rate for the year July 2006 to June 2007 is **25.45%**, a **decrease of 2.84%points** on the previous year. Currently Milton Keynes is **in line with** the MSBCU average. Projection of the last 3 months' data show the sanction detection rate **remaining at the current level**; projection of the last 6 and 12 months' data shows the rate **decreasing slightly**.

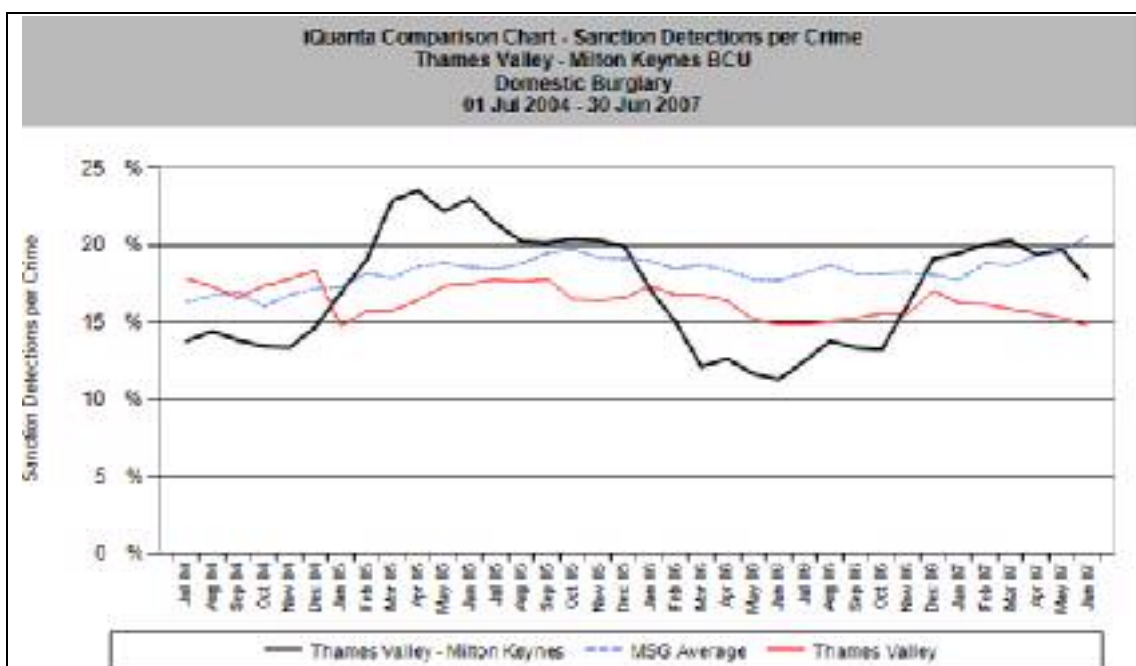


### Domestic Burglary

For the year July 2006 to June 2007 Milton Keynes BCU has had a **3.8% increase** in the number of domestic burglaries recorded when compared to the previous year. Milton Keynes is currently **just below** the MSBCU average. Projections based on 3 and 6 months' data show the number of burglaries **decreasing**; projection of 12 months' data shows them **remaining near the current level**.

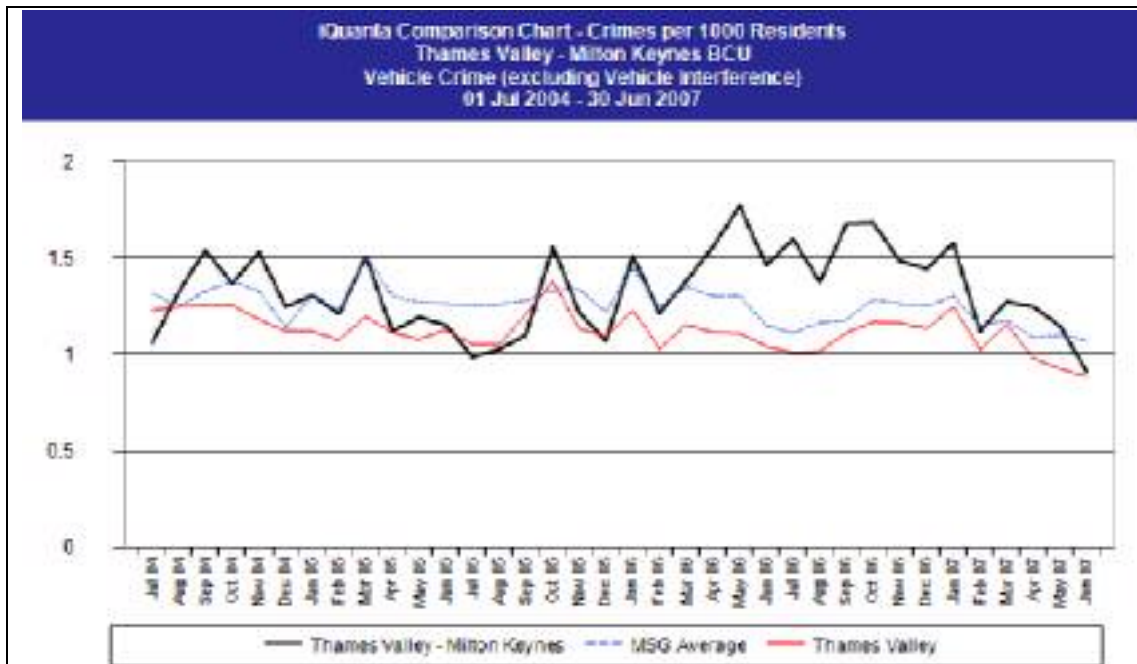


The sanction detection rate for the year July 2006 to June 2007 is **17.82%**, an **increase of 6.53%points** on the previous year. Currently Milton Keynes is **in line with** the MSBCU average. Projection of 3 and 6 months' data show the sanction detection rate **decreasing**; projection of 12 months' data shows the rate **increasing**.

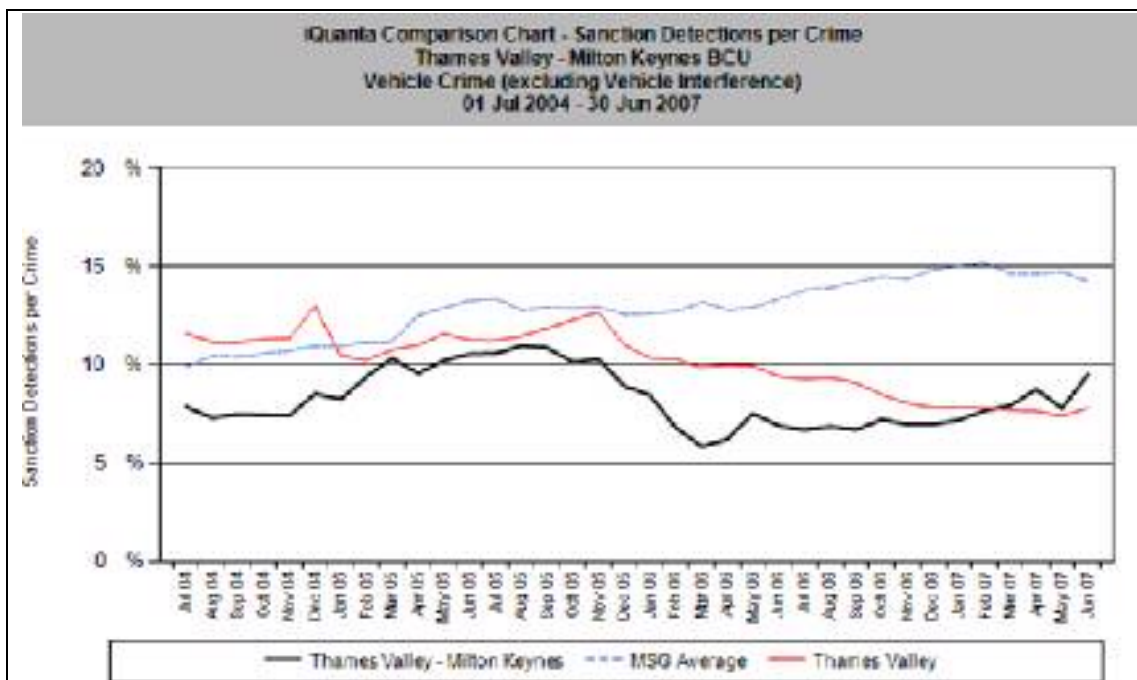


### Vehicle Crime

For the year July 2006 to June 2007, Milton Keynes has had a **4.29% increase** in the number of vehicle crimes recorded when compared to the previous year. Milton Keynes is currently **in line with** the MSBCU average. Projection of the last 3 and 6 months' data shows vehicle crime **decreasing**; 12 months' projection shows it **remaining near the current level**.

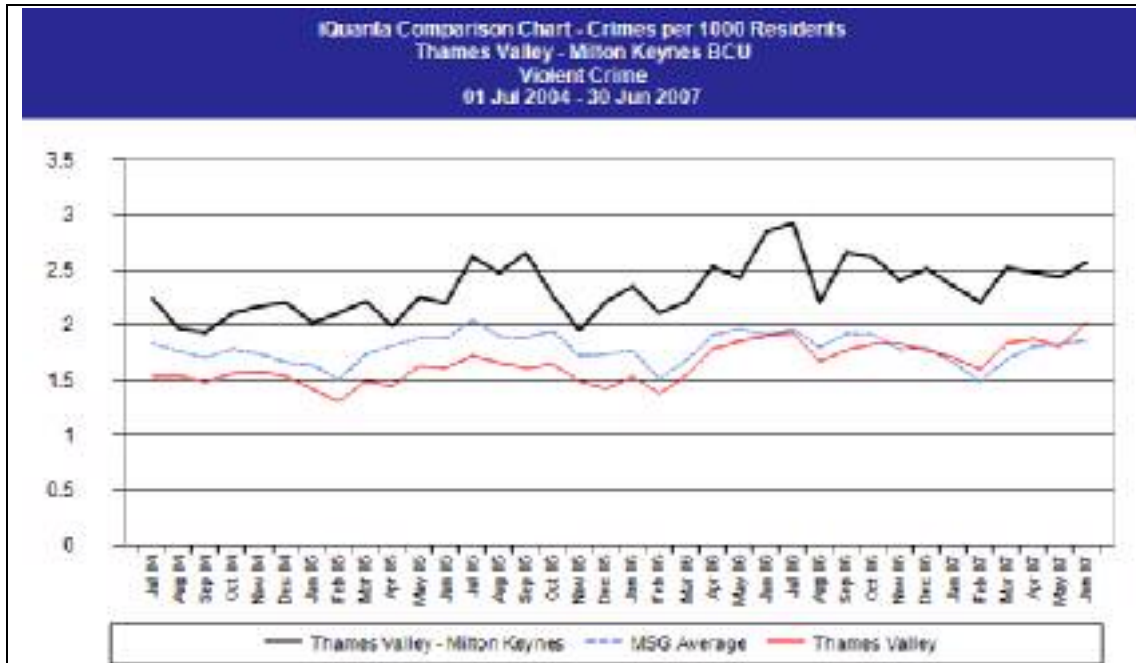


The sanction detection rate for the year July 2006 to June 2007 is **9.48%**, an **increase of 2.59%points** on the previous year. Currently Milton Keynes is **just below** the MSBCU average. Projection of 3, 6 and 12 months' data show the rate **increasing**.

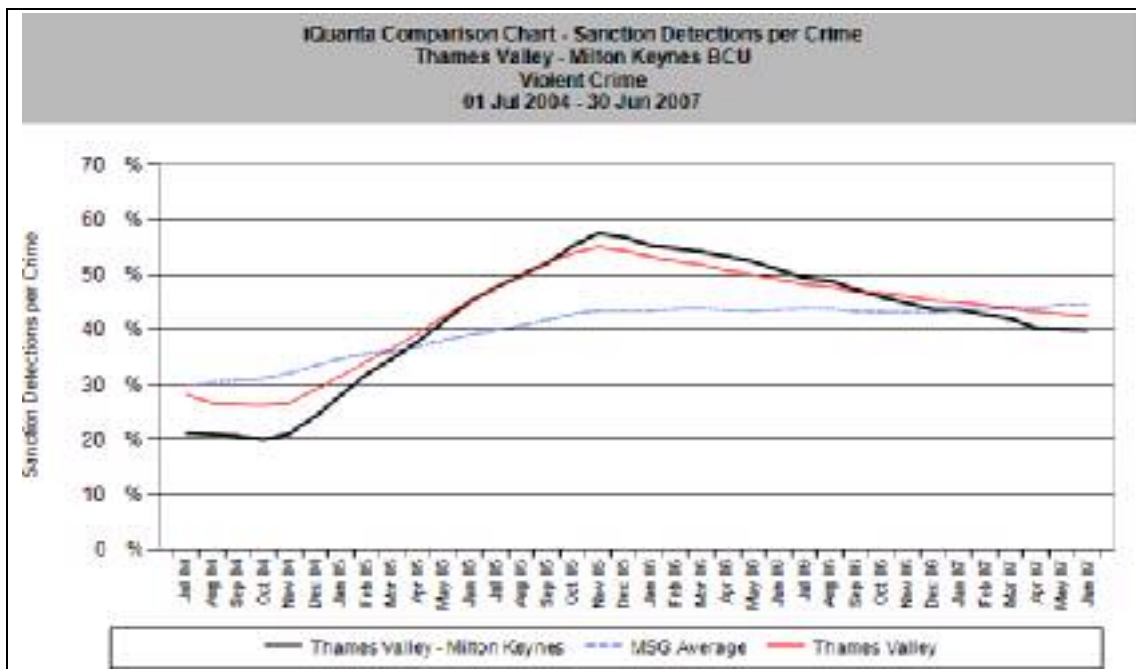


### **Violent Crime**

For the year July 2006 to June 2007, Milton Keynes BCU has had a **0.84% decrease** in the number of violent crimes recorded when compared to the previous year. Milton Keynes is currently **above** the MSBCU average. Projection of the last 3 months' data shows violent crime **decreasing slightly**; 6 months' data shows the rate **remaining at the current level**; and 12 months' projections shows it **increasing slightly**.

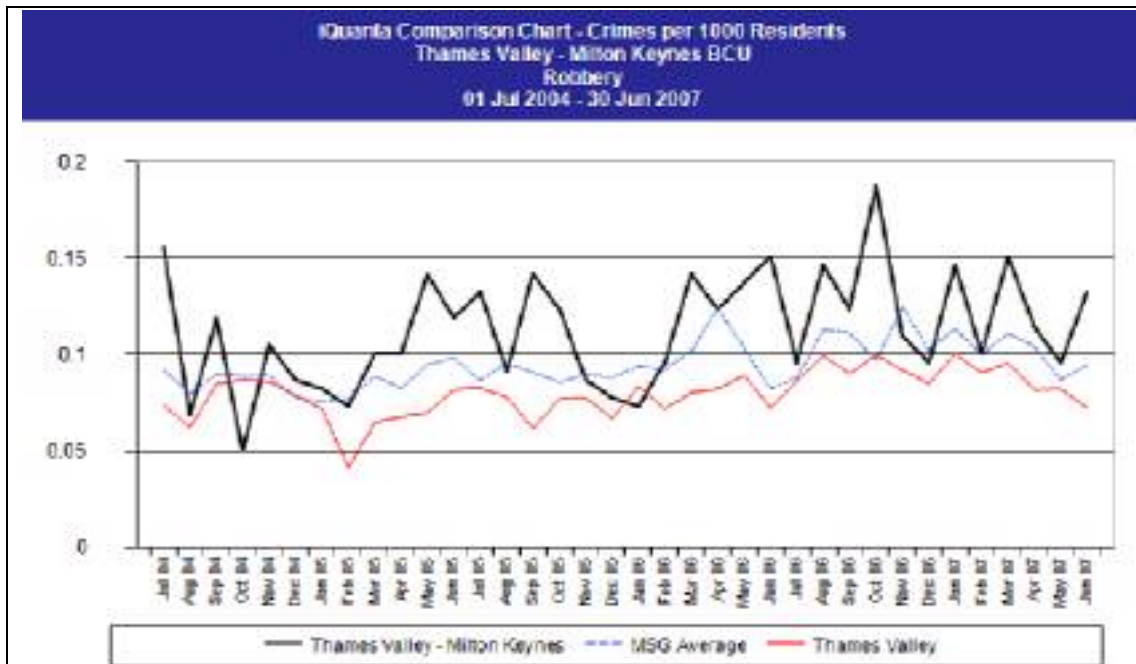


The sanction detection rate for the year July 2006 to June 2007 is **42.81%**, a **decrease of 12.52%points** on the previous year. Currently Milton Keynes are **just below** the MSBCU average. All projections show the sanction detection rate **decreasing**.

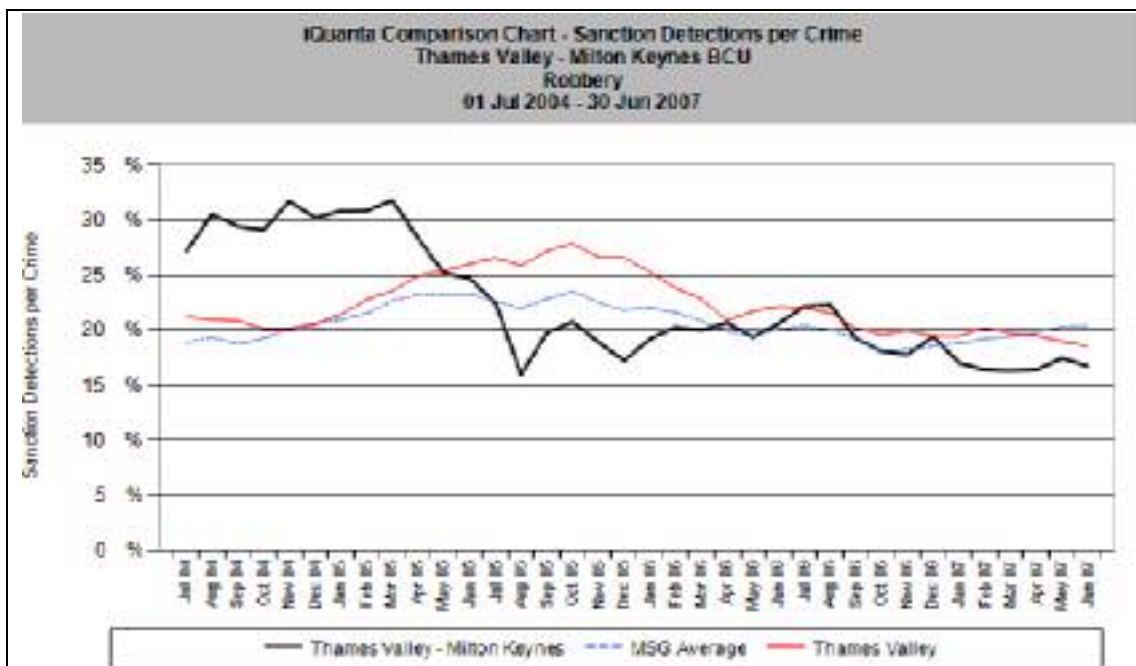


### Robbery

For the year July 2006 to June 2007, Milton Keynes BCU has had an **8.97% increase** in the number of robberies recorded when compared to the previous year. Milton Keynes is currently **just above** the MSBCU average. Projection of the last 3 and 6 months' data shows robberies **decreasing**; projections of 12 months' data shows robberies **increasing**.



The sanction detection rate for the year July 2006 to June 2007 is **16.77%**, a **decrease of 3.83%points** on the previous year. Currently Milton Keynes is **just below** the MSBCU average. Projection of the last 3, 6 and 12 months' data shows the rate **decreasing**.



- 1.2** Since the inspection there have been some significant improvements in crime performance. In December 2006, the year on year increase in total recorded crime was 6.68%. At the end of June 2007 the rate of increase had slowed to 3.17%. Levels remain however, above the MSBCU average with the BCU currently positioned 13 of 15 in their MSBCU group.

At the time of the inspection the year on year increase for domestic burglary was running at 27.6%. By June 2007 this had slowed to 3.8%. Levels of burglary are below the MSBCU average with the BCU positioned 5 of 15 in the MSBCU group.

Similarly, the year on year increase for motor vehicle crime was 21.6%. By June 2007 the rate of increase had slowed to 4.29%, in line with the MSBCU average and positioning the BCU 11 of 15 in the MSBCU group.

There is a similar picture for violent crime. An annual increase of 9.43%, by June 2007, had become a 0.84% decrease. Levels remain above the MSBCU average with the BCU positioned 13 of 15 in the MSBCU group.

Overall sanction detection rates have remained steady, at 25.5%. There have been improvements in key crime categories, for example the burglary sanction detection rate for the 12 months to December 2006 was 16.1%. This has risen to 17.82% for the 12 months to June 2007, in line with the MSBCU average.

Sanction detections for autocrime have increased during the same period from 6.96% to 9.48% but this remains below the MSBCU average of 14.25%, placing the BCU 12 of 15 in the MSBCU group. Sanction detections for violent crime have dropped slightly, from 44.9% to 42.81%.

- 1.3** As outlined in the original inspection report, the implementation of the recommendations and areas for improvement should ultimately lead to an improvement in performance. Milton Keynes was expected to meet or exceed the following milestones for improvement:-
- Reduce Residential Burglary by 5% for January to June 2007 when compared to the same period in 2006
  - Reduce Vehicle Crime by 5% for January to June 2007 when compared to the same period in 2006
  - Increase the Sanction Detection rate for Hate Crime to 28.2% for January to June 2007
  - Increase the Sanction Detection rate for Domestic Violence Crime to 44.8% for January to June 2007

Three of the four milestones have been exceeded and good progress is being made on the fourth. A 14.4% reduction has been achieved for burglary and a 20.9% reduction for autocrime. The sanction detection rate for hate crime is up from 21% to 33%, that for domestic violence is currently 42.4%, just below target.

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

- 2.1** There have been significant changes to the SMT since the original BCU inspection was conducted in December 2006. Two new superintendents have taken up post, one with an extensive crime background, the other having transferred into Thames

Valley from another large metropolitan force. This has created a better skills balance within the top team. In the short time the two appointees have been in post they have made a considerable impact, having lost no time in getting to grips with their portfolios and making a point of being highly visible to staff, providing direction, support and guidance.

### 3. Inspection Recommendations

<b>Recommendation 1</b>	
<p>The BCU should actively promote a better understanding of the concept of neighbourhood policing amongst all officers and staff, in particular how problem solving and joint working can be used to address both neighbourhood issues and those contained within the BCU control strategy. This understanding needs to be supported by analysis to develop creative and joined up partnership solutions.</p>	
<b>Action taken by BCU</b>	<b>Measurable impact</b>
<p>A NHP policing communications strategy has been developed. A NHP policing update is available on the BCU intranet site and NHP leaflets and posters are being distributed to key locations across the BCU.</p> <p>Training sessions have been conducted incorporating problem solving and joint working arrangements for:</p> <ul style="list-style-type: none"> <li>• NHP officers at PC, sergeant and inspector ranks;</li> <li>• Partners from various agencies;</li> <li>• NAG members.</li> </ul> <p>NAG member workshops have been convened to raise awareness of key processes and provide an input on problem solving.</p> <p>Awareness training has been delivered to volunteers, front counter staff, CID officers, PPU and intelligence teams. There are plans to extend this training to core reactive shifts during the summer months.</p> <p>A dedicated CDRP training resource is available to provide training with the parish representatives.</p>	<p>Overall, the roll out of NHP has been reinvigorated and the approach to implementation has been refreshed through the SMT lead.</p> <p>The BCU has 13 established neighbourhoods with another seven about to 'go live'. This increased capacity, coupled with extensive marketing and the various training sessions is increasing awareness of the principles of neighbourhood policing.</p> <p>Front counter staff are now more aware of how to direct members of the public to find out their local officer's name and contact details.</p> <p>The BCU in May 2007 was awarded a community policing award, in recognition of the impact of the roll out of NHP.</p> <p>There is better understanding of the concept of neighbourhood policing, particularly the benefit of joint problem solving, but there remains a lack of analytical capacity. ( see recommendation 7 )</p>

<b>Recommendation 2</b>	
<p>The BCU is performance focused but this is being communicated to staff as overly simplistic personal targets, which are not stretching. More relevant performance measures that are inclusive and encompass sectors, teams and individual police officers performance linked to the control strategy are needed. These measures should include the quality and volume of intelligence submissions, which is currently absent.</p>	
<b>Action taken by BCU</b>	<b>Measurable impact</b>
The BCU is developing a more robust	A wide range of performance information is

<p>performance management regime and in doing so has started to address this recommendation.</p> <p>Beginning with the 6 sectors and 5 core reactive teams, performance across a wide range of activity is formally reviewed on a quarterly basis. There are plans to extend this to the intelligence functions, CID and CIMU.</p> <p>This review takes the form of 'team performance visits' by a Superintendent and the Senior Performance Manager. The aim is to develop a performance framework that holds individuals to account but also provides support when difficulties arise. Following the performance visit an action plan is developed.</p> <p>Performance information across a range of activity is available to inspectors, to include arrests, intelligence submissions, detections, outstanding crimes, number of incidents dealt with, stop search, stop and account, abstractions.</p> <p>The performance management team is now up to strength and the CDRP is bidding to recruit an analyst to ensure the partnerships have the performance data they need to help deliver crime reduction.</p> <p>The force targets, HMIC GL3 targets and GOSE BCS targets are published and reviewed weekly at the BCU operational review meeting.</p>	<p>now more readily available to team leaders to help them manage performance.</p> <p>The quarterly review process is supportive and is raising actions that should allow good practice to be shared.</p> <p>The first round of reviews is now complete and the SMT have received positive feedback from the inspectors.</p> <p>Inspectors are more aware of their teams' performance and a number are working closely with the performance management unit to improve the availability of information.</p> <p>A more inclusive environment is being created, helping to empower the inspectors.</p> <p>Further work is planned to develop benchmarking, recognise good practice and produce predictive forecasts to better align resources to demand.</p> <p>It is important that this new performance regime extends beyond front line teams to ensure that all departments are held to account for their delivery against BCU priorities.</p>
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

### Recommendation 3

The current deployment of resources should be reviewed as a matter of urgency. This should take a blue skies approach and needs to return to basics, examining the relationships between individual teams and the outcomes that are desired. The aim should be a more holistic strategy, and less reliance on individual teams.

Action taken by BCU	Measurable impact
<p>A review of resources is being undertaken and includes the following:</p> <ul style="list-style-type: none"> <li>The BCU Commander met with his peers and presented a zero based resourcing matrix;</li> <li>The parameters on which subsequent resourcing decisions should be made have been established;</li> <li>Clarity around roles and workloads</li> </ul>	<p>The BCU has taken the opportunity to review where it uses its resources although it is constrained by mandatory functions and force policy which dictates abstractions for incident rooms and other functions.</p> <p>The review has shown there is no hidden pool of available officers. Some officers are engaged in administrative duties, but the majority of these are on restricted or recuperative duties. The ability to deploy</p>

<p>has been undertaken with opportunities explored to identify gaps and what critical work is not sufficiently resourced;</p> <ul style="list-style-type: none"> <li>Some small teams have been disbanded.</li> </ul> <p>In addition, the SMT are reviewing the resources invested in NHP and there is scope to divert some of these resources into response policing, whilst reaffirming the importance of the neighbourhood role.</p> <p>The next stage is to review the police staff resources on the BCU.</p> <p>Work has been undertaken in respect of the roles and responsibilities of the 'S77' resourcing Sergeant with a view to delivering a more scientific deployment strategy on a day-to-day basis. Work is in hand to enhance and empower the role to ensure the best use of limited resources.</p> <p>Supt Crime and Operations is reviewing DV working practices seeking best practice internally to improve handling from attendance to charge. This will provide a particular focus on what service MK PPU provides to the BCU.</p>	<p>them on other activities is severely constrained.</p> <p>Where gains have been made is in a new approach to dealing with domestic violence and hate crime. Small units dealing with these crimes have been discontinued and it has been made clear to response teams their vital role in dealing with this type of crime. Briefings have been delivered by the chief inspectors, standard operating procedures are being more rigorously applied and more intrusive supervision achieved.</p> <p>Daily and shift tasking place high priority on reducing the number of outstanding domestic violence incidents which are down from over 20 to low single figures at any one time. Attendance to incidents is up from 61% to 82%. Detection rates have increased to 43%, the highest in the Force.</p> <p>This new more holistic approach with less reliance on individual teams is providing for more effective handling of crime which is reflected in improved performance.</p>
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

#### Recommendation 4

The partnership meeting structure within the CDRP could be improved to provide more rigour and holding to account of those who are contributing to the objectives and targets within the community safety strategy.

Action taken by BCU	Measurable impact
<p>The BCU and CSP have benefited from involvement in the partnership support programme which the Police and Crime Standards Directorate undertook in May 2007. This followed a request from the CSP in response to rising crime levels. The report made eight recommendations, some of which mirror this recommendation.</p> <p>A CDRP action plan has been produced and the following changes implemented.</p> <p>The community safety partnership decision making processes and delivery mechanisms have been streamlined.</p> <p>Other developments include the realignment of the DAT, a review of the LSP and refinement of the crime reduction plan.</p> <p>There is a greater focus on performance</p>	<p>Streamlining decision making processes and delivery mechanisms are providing a clearer focus on performance. This has led to a realignment of roles and responsibilities in the CSP, resulting in greater clarity of the contribution each partner can make.</p> <p>The streamlined structures have resulted in more resources available to be tasked and greater focus on delivery.</p> <p>The changes make it easier for the CSP to adopt the national framework, including the national CDRP standards that are being piloted in Thames Valley.</p> <p>The recent reduction in funding for CDRPs has been factored in for any future initiatives indicating that the new arrangements are flexible and responsive.</p>

<p>management. A CSP performance group approach has been adopted that holds individual partner representatives to account whilst also providing a support network when difficulties arise.</p> <p>A delivery group support programme has been set up to address those areas that are not delivering against the targets.</p>	<p>Whilst early days, these new arrangements have the potential to significantly improve the CSP's ability and capacity to deliver on crime reduction.</p>
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------

<b>Recommendation 5</b>	
<p>The BCU is urged to rationalise the current meeting and tasking structure and a review of the aims and objectives of each meeting; who should attend, timescales, frequency and links to other meetings. The analytical products for each meeting should be enhanced and should feed through the tactical and strategic assessment process, making NIM the driving force for the BCU.</p>	
<b>Action taken by BCU</b>	<b>Measurable impact</b>
<p>The number of meetings and their relationship with other meetings has been reviewed.</p> <p>The TTTCG meeting is chaired by the Superintendent Crime and Operations. A new TTTCG tasking document has been adopted and, linked to a review of crime processes, seeks to provide more of an offender focus and greater involvement of the sectors.</p> <p>The tasking document is presented by the DI Intelligence and is supported by a new 'predictive' seasonal calendar which aims to be a forward planner for the TTTCG, allowing it to inform priority and leverage on seasonal trends and events.</p> <p>Daily Tasking is chaired by a member of SMT, normally at chief inspector level; it covers daily crime, NIM priorities and resourcing issues, whilst also including a focus on vulnerable people, missing persons, domestic violence, hate crime and diversity. It also includes a review of outstanding bail and forthcoming operations.</p> <p>The daily briefing has been revamped and a weekly 'silver' meeting brings together the sector inspectors.</p>	<p>The TTTCG meeting is now slicker, shorter and more inclusive, achieving greater 'buy in' from the inspectors.</p> <p>Documents in support of the TTTCG are easy to read and much improved with community intelligence as a standing item.</p> <p>The three priorities from neighbourhood areas are included in the document and their current status is recorded by a traffic light system. This is potential good practice.</p> <p>The daily tasking meeting is more focused and includes a wider remit helping to ensure priorities are urgently dealt with.</p> <p>The daily briefing focuses on BCU crime and disorder problems and on key individuals, intelligence or emerging themes that have a disproportionate impact on BCU performance.</p> <p>The JTAC is a LPA led partnership meeting to discuss partnership working to address key themes from the sectors. This is thought to be a useful meeting and there may be scope to strengthen links with the subsequent TTTCG.</p> <p>The weekly 'silver' meeting has evolved to become an LPA TTTCG. This affords sector Inspectors the opportunity to review their activity, identify emerging priorities and share good practice.</p> <p>It was apparent to the inspection team that processes and systems have been improved providing greater clarity and focus and this, in</p>

	turn, is contributing to improvements in performance.
--	-------------------------------------------------------

#### Recommendation 6

Briefing for officers and staff should be improved to provide focus, with clear ownership of tasks that are tightly focused, realistic and limited in number. This tasking should be monitored by the AIT for completion, effectiveness and impact.

Action taken by BCU	Measurable impact
<p>The daily briefing has been revitalised. Briefings now focus on key individuals, intelligence or emerging themes that have a disproportionate impact on BCU performance.</p> <p>A training package on briefing is being prepared for sergeants. This will emphasise the crucial role that they have to play and covers how to deliver and what constitutes a good briefing.</p> <p>AIT attend briefings to generate discussion around targets or to harness information that sits with response and sector officers. There is an expectation that they will attend most early and late turn briefings.</p> <p>The DCI and Chief Inspector Operations have undertaken more intrusive supervision to ensure that tasks that appear on the briefing are allocated to specific officers/beats, with an expectation that they will be completed within a tour of duty. The results are fed back to the sergeant who will update the tasking sheet.</p> <p>Visits to the out stations by the briefing officer have been re introduced.</p>	<p>The inspection team visited a briefing which was comprehensive, well attended and professionally delivered. Tasks had been prioritised and officers were allocated a range of activity from curfew checks, to intelligence gathering, stop checks to high visibility policing. There was intelligence sharing amongst those present and supervisors took the opportunity to de-brief on matters from the previous shift.</p> <p>The briefing was rather lengthy with a little too much information but officers were attentive and left the briefing with clear purpose and enthusiasm.</p> <p>The 'new look' briefing has been favourably commented upon by senior officers at the Force Performance Group.</p> <p>This is an evolutionary process and whilst improvements have been secured, the SMT acknowledge there needs to be further improvement in delivery and involvement in the briefing process. Staff at outstations continue to rely heavily on self-briefing and some of the information on the briefing can be a little old.</p>

#### Recommendation 7

The products from the analytical team need to be developed so they move away from performance into true analytical work, and put in place performance measures that ensure that there is efficient use of their qualified, specialist and limited resource.

Action taken by BCU	Measurable impact
<p>This recommendation is a critical area for the BCU and the SMT is seeking to implement solutions. However, they are experiencing some difficulty in filling vacancies. Despite advertising for a lead analyst and a researcher/analyst suitable candidates have not been forthcoming.</p> <p>The analysts are currently fully occupied in preparing for the Strategic Assessment to</p>	<p>The SMT acknowledge this is 'work in progress'. There remains a lack of analytical capacity and this is no doubt impacting on performance. Posts have recently been re-advertised and the BCU are confident that they will be filled.</p> <p>The performance management department is now fully staffed and they are providing improved performance management</p>

meet the force timetable. There is a similar issue with the performance team on the BCU. Because of the lack of resilience, they are being pulled into crime analytical work.	information to inform the new team and sector quarterly reviews. The performance manager is confident that her staff concentrate on performance management and do only minimal analysis.
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<b>Recommendation 8</b>	
The SMT needs to spend sometime developing a shared vision for the BCU, involving staff and thereafter developing leadership capability at all levels.	
<b>Action taken by BCU</b>	<b>Measurable impact</b>
<p>The SMT has used external consultants to facilitate team days to develop a shared vision for policing Milton Keynes to 2010.</p> <p>A five point strategic plan has been produced supported by a communications strategy and a delivery plan – also an outline of what success will look like to include a continuous reduction in crime, more offences brought to justice, NHP fully rolled out, a reduction in the fear of crime, an improved position in the MSF, improved customer satisfaction survey results and reduced sickness.</p> <p>Each of the five points of the strategy has an SMT champion – with the BCU commander taking the lead on the leadership aspect of the strategy. The aim is to focus activity through effective and visible leadership; have a shared vision; understand and interpret the growth agenda; maintain personal and professional standards; increase visibility, engagement and two way communication.</p> <p>Members of the SMT are signed up as mentors through the force scheme to promulgate learning and development on the BCU</p>	<p>The work in developing the shared vision has helped build a stronger, more dynamic SMT, one that has a clear understanding of the need to bring about improvements to processes and systems.</p> <p>There is greater clarity in respect of each others roles, particularly amongst the superintendents.</p> <p>The two new members of the team have brought fresh thinking and new ideas to the table.</p> <p>Developing a vision is just the start of the process – further work is planned over the summer period to disseminate the vision and strategy to the wider workforce.</p> <p>The development of leadership capability at all levels will be an on going process but new and revised processes are helping to develop a more inclusive culture and better team working.</p>

<b>Recommendation 9</b>	
A communication strategy is needed that not only considers the delivery of senior managers messages but also how to tap into the enthusiasm and ideas of the workforce. There should be a message that quality of service is the key priority, being underpinned by sanction detections, crime reduction and neighbourhood policing.	
<b>Action taken by BCU</b>	<b>Measurable impact</b>
<p>A communication strategy underpinned by an action plan has been agreed. Tactical options include</p> <ul style="list-style-type: none"> <li>• monthly canteen surgeries</li> <li>• A visibility plan and matrix of visits to increase accessibility of SMT members and provide optimum coverage across the BCU</li> </ul>	<p>The communications strategy includes numerous tactical options for improving communications at all levels. The mechanisms being established have the potential to better enable the top team to get their message across while also providing increased opportunity for two way communication with staff.</p>

<ul style="list-style-type: none"> <li>• Development of an action plan to address issues raised in a staff survey</li> <li>• An SMT email account has been set up to elicit staff views on developments and to promote the sharing of good ideas</li> </ul> <p>A communication seminar was held on the BCU with over 70 people in attendance. The chief constable gave an input on a broad range of issues affecting the BCU. Other inputs were on the growth of the city, associated policing issues, neighbourhood policing developments and the quality of service initiative. There are plans to repeat this in six months time.</p> <p>The internet is a popular source of information for staff and the MK Intranet site is frequently updated and messages re-enforced with newsletters and information on notice boards.</p> <p>The SMT are committed to providing consistent messages around performance targets, crime processes, resourcing and NHP.</p>	<p>The communication seminar was well received. During the follow up inspection visit staff who had attended commented on how impactful it had been. More than 85% of attendees felt the presentations were either good or excellent.</p> <p>In May 2007 the MK Intranet homepage was the thirteenth most visited page on the Intranet, higher than all the other BCUs - with more than 3,800 visits logged. The importance of keeping information up to date is stressed – currently the performance section provides information relating to 2005/06.</p> <p>Some staff spoken to had attended surgeries and were aware of the new SMT email account – others were not.</p> <p>Some staff, especially those in specialist roles, had a clear understanding of priorities. There remains amongst some staff, however, some confusion as to what these are.</p> <p>Improving communication across the whole of the BCU will take time. A momentum is now being achieved which needs to be maintained.</p>
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

#### Recommendation 10

The BCU should examine opportunities presented by workforce modernisation to support officers with the full range of powers, in their core role such as a prisoner handling team

Action taken by BCU	Measurable impact
<p>The BCU has increased its use of volunteers and a second volunteer coordinator has been appointed.</p> <p>Joint agency locations have been developed and volunteers work jointly for the council and police, providing a one stop approach to service delivery.</p> <p>A realignment of special constables to their preferences and skill set has been achieved, balanced around the demands of public order, neighbourhood and response policing.</p> <p>The introduction of a new criminal justice model with the introduction of case directors, case investigators and file upgrade later in the year aims to improve the quality of investigations.</p>	<p>Using volunteers and special constables has helped to increase visibility, accessibility and give reassurance to the public. It has enabled the extension of opening hours for existing police stations and help staff new police stations.</p> <p>The main thrust of this recommendation was, however, to encourage more use of police staff in roles which actively support police officers in the investigation process.</p> <p>In respect of handling prisoners, the inspection team feel strongly that more support is required for front line officers to improve investigations and achieve increased sanction detections. Elsewhere prisoner handling units often provide this support. The argument against such units is the possible deskilling of staff – yet from focus groups it was apparent that officers</p>

	<p>currently receive minimal training and support in interview skills and prisoner handling. Short secondments to a well established unit would overcome this.</p> <p>Establishment of such a unit does have a resource implication but the BCU should keep this option under consideration.</p>
--	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

#### 4. Monitoring assessment and follow-up action

Have all recommendations been accepted and acted upon?	All recommendations have been accepted and are being actioned.
Has the remedial action/implementation plan led to demonstrable improvement?	<p>Three of the four improvement milestones have been achieved and good progress is being made towards the fourth.</p> <p>There is clarity of purpose and a greater focus on performance. Communications are improving, helped by the new communications strategy.</p>
Has performance in relation to national/local targets improved? If not, are the reasons for deterioration understood (eg, transition to National Crime Recording Standard) and being addressed?	<p>The picture on performance is a generally improving one with the rate of increase in crime slowing and steady improvements in detections.</p> <p>But much remains to be done; on crime management there continues to be scope for improved 'housekeeping'; over recording remains an issue and gains on reducing criminal damage have been off set by rises in crimes of violence against the person. Skilled staff are still being lost to the MPS.</p> <p>On autocrime, the detection rate for the first months of this financial year are good and thefts of satellite navigation systems have been significantly reduced, helped by use of trap cars and a high profile deterrent campaign.</p> <p>On burglary, whilst the long term trends are promising, the low detection rate for the first months of 2007/08, at 8 %, will impact on the long term trend if not addressed quickly.</p>
Have any problems arisen since the Inspection that are likely to affect performance and merit further scrutiny by HMIC?	Ensuring sufficient analytical capacity continues to be a challenge, both at BCU and force level.

Re-inspection of Milton Keynes BCU – Thames Valley Police  
July 2007  
DRAFT

Other than notification of monitoring outcome to regional office (lead staff officer), is any further action required by HMIC Inspection team – eg, contact with PSU?	<p>No - Of the 10 recommendations all have been actioned with significant work taking place on eight of them. There has been some development on the other two but these remain 'work in progress'.</p> <p><b>Further HMIC involvement will be confined to closely monitoring performance to ensure the steady improvements achieved to date continue.</b></p>
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------