

**HM Inspectorate of Constabulary
Northern Regional Office**

**Follow up/Monitoring visit to Kirklees BCU
West Yorkshire Police**

BCU Inspection conducted – October 2005

Follow-up visit completed – February 2007



Kirklees BCU – West Yorkshire Police

Date of Inspection	HMIC Inspectors	BCU Commander	Date of Final Report	Date of Monitoring
July 2005	Chief Superintendent Kevin Mayhew & Chief Inspector Jo Rogerson	Chief Superintendent Barry South	October 2005	October 2006 – February 2007

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

Divisional Structure

At the time of the original inspection Huddersfield and Dewsbury had recently amalgamated to become Kirklees BCU. By the time of the monitoring visit the basic structure of an enlarged BCU with a substructure of seven sectors/neighbourhoods (of Batley, Dewsbury, Holmfirth, Huddersfield, Mirfield, the Spen Valley and Spenborough) was well established. Within this framework however, the monitoring team found residual traces of a cultural divide between the two former areas. Time will strengthen a common identity.

BCU Command Team

Since the last visit in October 2005 the BCU Commander, superintendent (operations), divisional administration manager and HR manager have remained unchanged.

The chief inspector (operations) post was held by Dave Wormald until May 2006 when he was replaced by Rod Wark.

The chief inspector (operations support) post was held by Ram Mohayuddin until May 2006 when he was replaced by Martin Jordan. A further change took place on 30 October 2006 when Ged McManus became the post holder.

The detective chief inspector post was held by Tony Craven but he was replaced by Keith Hallas on 30 October 2006. Previously Keith had responsibility for NPT and the Dewsbury sector command.

Responsibility for NPT and the Dewsbury sector command has been combined under the command of the community safety chief inspector, Jon Carter.

Staffing Levels

The following table shows staffing levels for the BCU as at 31 March 2006:

	OPERATIONAL		OPERATIONAL SUPPORT		ORGANISATIONAL SUPPORT		TOTAL	
	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE
Police Officers	684	676.48	4	4	0	0	688	680.48
Probationers	126	126	0	0	0	0	126	126
Specials	78		0		0		78	
Police Staff	88	86.5	23	22.47	71	64.65	182	173.62
TOTAL:	976	888.98	27	26.47	71	64.65	1074	980.1

A direct comparison between current and previous staffing levels is not possible on account of the revised structure.

2. Performance Summary

Most Similar BCUs – Kirklees BCU is grouped with 14 other 'most similar' BCUs:

West Yorkshire	- Wakefield	Cleveland	- Stockton
Cambridgeshire	- Northern	Gwent	- Newport
Thames Valley	- Milton Keynes	Kent	- Medway
Greater Manchester	- Bolton	Lancashire	- Central
South Wales	- Swansea	Wiltshire	- Swindon
Durham	- North Durham	Derbyshire	- Derby (D Division)
Kent	- East Kent	South Wales	- Merthyr Rhondda Cynon Taff

Crime Data - Crime Performance Table





The table below shows the crime performance data for the latest 12 month period (January 2006 to December 2006) compared to the previous 12 month period and the MSBCU group:

Performance Indicator	2005	2006	% Change	MSBCU Group mean	The BCUs ranked position
Recorded crime per 1,000 population	107.60	106.21	-1%	106.87	8
Recorded crime sanction detection rate	23.9%	25.4%	1.5 p.p.	26.0%	11
Recorded crime detection rate	25.4%	27.6%	2.2 p.p.	27.8%	6
Domestic burglary per 1,000 households	12.79	15.95	25%	13.53	13
Domestic burglary detection rate	22.5%	18.9%	-3.5 p.p.	19.9%	7
Robberies per 1,000 population	0.75	1.15	54%	1.07	7
Robbery detection rate	28.5%	28.8%	0.3 p.p.	23.2%	6
Vehicle crimes per 1,000 population	14.48	14.43	-0%	14.06	9
Vehicle crime detection rate	19.0%	18.8%	-0.2 p.p.	13.8%	4
Violent crimes per 1,000 population	22.79	22.64	-1%	22.68	8
Violent crime detection rate	44.6%	44.8%	0.3 p.p.	49.3%	11

iQuanta charts up to December 2006 are shown at Appendix A.

Summary

The Boston Box below provides a performance summary over the same time period as the table above and shows performance against the MSBCU group:

<p>Good – Getting Better </p> <ul style="list-style-type: none"> • Total crime per 1,000 population • % Total crime detected • % Robbery detected • Violent crime per 1,000 population 	<p>Good – Getting Worse </p> <ul style="list-style-type: none"> • % Vehicle crime detected
<p>Poor – Getting Better </p> <ul style="list-style-type: none"> • Vehicle crime per 1,000 Population • % Violent crime detected • % Sanction detections 	<p>Poor – Getting Worse </p> <ul style="list-style-type: none"> • Domestic burglary per 1,000 households • % Domestic burglary detected • Robbery per 1,000 population

Total crime and violent crime have decreased to levels below the MSBCU group mean, vehicle crime has also decreased but remains just above the average, and robbery and domestic burglary have seen significant increases and are both above the MSBCU mean. Performance in relation to reducing domestic burglaries places Kirklees in the bottom quartile of its group. This is a force problem for which Operation Strikeback has been implemented. For all other key crime categories Kirklees ranks mid-table.

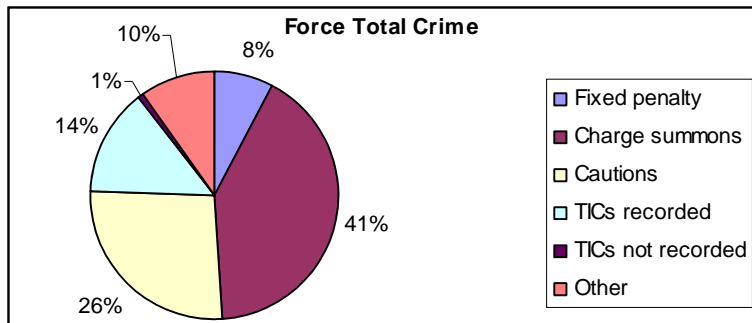
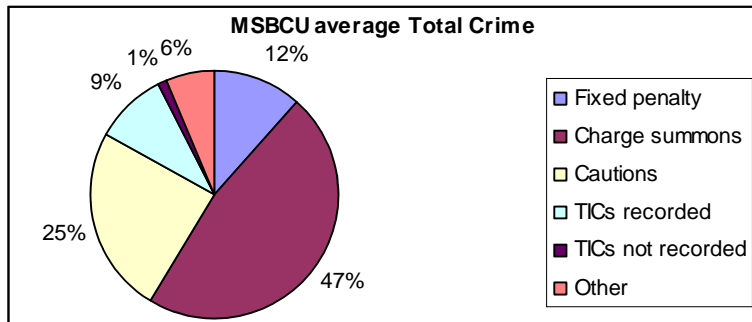
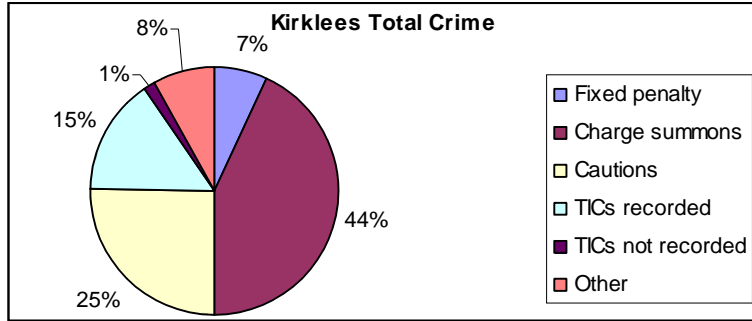
The overall detection and sanction detection rates for the BCU have both increased slightly to levels almost in line with the MSBCU group mean. Robbery and violent crime detection rates have increased, while those for domestic burglary and vehicle crime have fallen. Comparison with peers in its MSBCU shows that the BCU is performing better than the group mean for robbery (6th in the family) and vehicle crime (4th) detections, but below the mean in relation to detections for domestic burglaries (7th) and violent crime (11th).

Type of Detection method

The table below shows the type of detection method for the latest 12 month period (January 2006 to December 2006) compared to the MSBCU group:

	<i>Number of Detects</i>	<i>No of Fixed Penalties</i>	<i>Number of Charged/ Summons</i>	<i>Number of Cautions</i>	<i>Number of TIC (recorded)</i>	<i>Number of TIC (not recorded)</i>	<i>Number of other detects</i>	<i>% of Other Detects</i>
Total Crime - KIRKLEES	11562	804	4971	2916	1786	157	928	8.03%
Total Crime - MSBCU Ave	7284.00	847.00	3419.60	1793.07	682.40	69.47	472.47	6.49%
Total Crime - Force Ave	7125.40	561.40	2924.60	1887.80	1006.30	46.20	699.10	9.81%
Domestic Burglary - KIRKLEES	493	2	201	31	238	12	9	1.83%
Domestic Burg - MSBCU Ave	275.53	0.40	135.13	14.73	113.13	5.53	6.60	2.40%
Domestic Burg - Force Ave	369.70	0.50	113.50	16.90	211.40	3.90	23.50	6.36%
Robbery - KIRKLEES	131	0	112	9	3	0	7	5.34%
Robbery - MSBCU Ave	61.00	0.00	53.73	2.60	2.80	0.13	1.73	2.84%
Robbery - Force Ave	77.00	0.00	61.20	3.50	3.60	0.00	8.70	11.30%
Vehicle Crime - KIRKLEES	1068	1	265	55	710	11	26	2.43%
Vehicle Crime - MSBCU Ave	478.13	0.47	179.07	34.13	239.07	5.07	20.33	4.25%
Vehicle Crime - Force Ave	617.50	0.20	141.20	43.30	387.80	3.30	41.70	6.75%
Violent Crime - KIRKLEES	4006	270	1856	1351	7	0	522	13.03%
Violent Crime - MSBCU Ave	2743.87	351.87	1318.93	817.33	6.93	0.53	248.27	9.05%
Violent Crime - Force Ave	2501.30	172.60	1071.90	886.20	7.10	0.00	363.50	14.53%

The following pie charts show the types of detection method used in percentage terms for total crime over the same time period:



3. Inspection Recommendations

Recommendation 1	
<p><i>That the BCU command team expedites and implements its draft communications strategy. This should include delivery by all divisional management team members (inspectors and police staff equivalents and above) and include regular, programmed, purposeful visits by BCU command team members to all operational areas of the BCU. A well informed and consistent message should be presented to all staff with feedback mechanisms and a process for 'testing the message'.</i></p>	
Action taken by BCU	Measurable Impact
<p>The communications strategy has now been through a consultation process and has been published on the divisional intranet site.</p> <p>At the time of the original inspection a staff consultative group existed called the 'Kirklees Workforce Action Group'. Interest and attendance subsequently waned. It has now been superseded by the staff consultative group which, since February 2006, meets quarterly. Three such meetings have been held in 2006: February, July and October. Some 54 members of staff have volunteered to participate when available. Meetings are independently facilitated by the force corporate development department and issues raised are taken to the divisional JNCC meetings for discussion, clarification and, where necessary, action by the BCU Commander.</p> <p>A 'high visibility SMT book' has been introduced in which members of the SMT record their visibility across the BCU. This is available for scrutiny by staff in the SMT corridor at Huddersfield. A similar record is maintained at Dewsbury police station. Issues raised by staff during visibility visits are recorded in the books and subsequently discussed at meetings of the SMT so that action can be implemented where appropriate.</p> <p>Team briefing documents are produced to convey information which the force considers to be relevant to all staff.</p> <p>Communication methods include the 'EA broadcast' that allows the widespread circulation of information via e-mail. To minimise unnecessary e-mails, such broadcasts must be authorised by a senior officer.</p>	<p>There is acceptance within the SMT that the publication of the communications strategy on the intranet will not alone improve communication. Some staff are aware of the publication of the strategy but were unable to outline its content.</p> <p>Many focus groups which the monitoring team met contained at least one person who was a member of the staff consultation group and had attended such meetings. Knowledge and awareness of this consultation group, however, and of the identity of representatives, was scant. When the concept was explained staff expressed support for the idea and were keen to be represented. The BCU Commander is advised to publicise within the division, the existence of the consultation group, details of the representatives, actions generated and the results of referral to the JNCC/BCU Commander.</p> <p>All SMT members are aware of the need to raise their visibility and to record visits in the high visibility book. This book does not, however, allow meaningful analysis of the effectiveness of these visits. The SMT is advised to consider a more proactive approach to visibility whereby records of visits are used to determine and plan future visits with a view to ensuring wider geographic coverage. Moreover, such visits could be made more purposeful if key messages were agreed in advance (eg at SMT meetings) and delivered corporately on such visits.</p> <p>For their part, staff in the focus groups welcome visibility from the SMT as a means to improving engagement and communication, but their</p>

<p>Good work is formally recognised by the issue of a personal letter of thanks from the SMT. This is highlighted by use of a yellow envelope.</p> <p>There are a number of meetings that allow the effective cross flow of information:</p> <ul style="list-style-type: none">• the daily briefing is usually chaired by the BCU Commander and drives the BCU business based on events from the previous 24 hours;• the weekly SMT meeting has changed in format and now provides an opportunity for each individual attendee to present their priorities to the group for consideration and information;• the monthly divisional management meetings are attended by team leaders, including police staff, from throughout the BCU; and• there are additional patrol inspectors' meetings to focus on particular issues of concern to them. <p>SMT members also attend shift briefings to engage in open dialogue with front line officers.</p> <p>New staff to the BCU are greeted by a member of the SMT, given a welcome pack and a tour of the station and facilities.</p>	<p>knowledge and awareness of the visibility book was poor. The BCU Commander is advised to publicise within the division the existence of the visibility record, the rationale for its existence, and to consider an electronic alternative to improve access across the division.</p> <p>The monthly divisional management meetings allow attendees to access the SMT and keep abreast of policy and procedural changes. This information can then be disseminated to all staff within their teams.</p> <p>The attendance of SMT members at shift briefings facilitates communication between the SMT and service deliverers and gives the latter the opportunity to make direct representation about issues of concern to them. Staff in the focus groups cited examples of improvements that have arisen from this process.</p> <p>Team briefings are considered effective in what they seek to achieve but are not described as 'user friendly' because of their format. It is accepted that this is a force format and authority to change it is beyond the scope of the SMT. Staff spoke enthusiastically of the Q&A section which is considered a valuable opportunity for feedback and clarification.</p> <p>EA broadcasts are generally seen as an effective method of communication. The benefit of each message is clearly subjective. Some staff retain relevant EA broadcasts in a folder within the e-mail system for future reference. Irrelevant messages can be quickly deleted however, and a reduction in the number of such messages through more careful guardianship has been noticed and welcomed by staff.</p> <p>Awareness of the yellow envelope system among members of the focus groups was poor and the intention of the SMT, to draw attention to an individual who has performed well, is not always being achieved.</p> <p>In the latest annual staff survey (December 2006) no issues were raised about communication.</p>
---	---

Decision:

The monitoring team is satisfied that effective action has been taken to implement this recommendation and that in consequence communication has improved as indicated by the latest annual staff survey.

Recommendation 2	
<i>That the BCU command team review its call management arrangements with a view to more efficient and effective structure, better use of demand profiling of calls for service and to explore the opportunities that part-time and fixed hours working offer.</i>	
Action taken by BCU	Measurable Impact
<p>At the time of the original inspection HMIC considered that arrangements for call handling could be improved by combining the two call handling units and aligning them more closely with the five helpdesks (2 full-time, 3 part-time). Since then the SMT has implemented the following actions:</p> <ul style="list-style-type: none"> • the two call handling units (CHUs) have been combined into a single unit at Dewsbury; • the number of helpdesks has been reduced to three with the closure of two part-time sites; and • of the remainder two are full-time (Huddersfield and Dewsbury) and one part-time (Holmfirth). Force budgetary constraints are driving further rationalisation. <p>A force call bureau is to be established in January 2007 providing a 24/7 help desk facility processing an estimated 40-60% of all calls. This will require the support of the BCU by supplying staff. In the meantime the BCU is required to reduce the 24 hour opening of the Dewsbury helpdesk between the hours of 08.00 to 18.00 or 22.00 (a decision was still awaited at the time of the monitoring visit). The new structure requires fewer police staff and those employed in the function have had to compete with colleagues to retain one of the limited places. Two members of police staff are to be redeployed.</p> <p>A sergeant has been appointed to fill a long-term police staff vacancy for helpdesk supervision.</p> <p>In July 2006 an appointment car system was introduced to respond more effectively to appointments. Ten staff have been identified to resource two vehicles from 07.00 to 23.00 seven days a week.</p>	<p>Levels of public satisfaction have increased YTD (October) 2006/07 compared to 2005/06 but remain below target:</p> <ul style="list-style-type: none"> • Overall satisfaction: 78.1% = up 6.3% (target 80%); • Ease of contact: 82.1% = up 2.4% (target 90%); • Actions taken: 75.4% = up 5.3% (target 80%); • Being kept informed of progress: 58.8% = up 3.1% (target 80%); and • Treatment by police officers and staff: 84.9% = up 1.7% (target 90%). <p>Response times YTD (October) 2006/07 compared to 2005/06 and against targets:</p> <ul style="list-style-type: none"> • To incidents graded emergencies (within 15 minutes): 93.6% = down 0.7% (target 92%);and • To incidents graded priorities (within 1 hour): 86.4% = up 3.0% (target 85%) <p>The BCU has already made staffing cuts this year and the transfer of staff to the force call bureau will be problematic. There will need to be an efficiency gain for this not to have an adverse effect on performance.</p> <p>The BCU is required to provide five members of staff to help resource the new force call bureau. The SMT proposes to meet this commitment with two posts redeployed from the Dewsbury helpdesk and three police officers on restricted duties.</p> <p>At the time of the monitoring visit decisions about the operating hours at Dewsbury and proposed staffing contribution from Kirklees to the new force call bureau were awaited from the police authority and force command team.</p>

<p>New 'Red Day' protocols for addressing the demand for services, when the number of calls increases to a critical threshold, were introduced in July 2006. The protocols require all divisional patrol staff, neighbourhood policing teams, helpdesk staff, CHU officers, road policing officers, probationer development unit (PDU) officers and operations staff of the divisional management team (DMT) to contribute to call handling until normality is restored.</p> <p>The working environment of the call handling unit has been improved through work station assessments, new chairs and the provision of individual hands free telephony equipment. The public counter areas and associated interview facilities have also been reviewed and a schedule of improvement drawn up.</p> <p>SMT responsibility for call management has been rationalised under the single line-management of the chief inspector (operational support).</p>	<p>As long as uncertainties about future helpdesk arrangements persist the monitoring team believes that police staff morale is unlikely to improve.</p> <p>The stated aim of the 'Red Day' protocol is to spread the call handling burden as wide as possible while still allowing specialist staff to discharge their core responsibilities. This situation has only arisen once but there is a policy document outlining the circumstances when it will be done. Some staff perceive the number of outstanding incidents to be at levels whereby a 'red status' should be implemented more frequently but this has not been done. The perception is that this is only used when a sharp increase in calls is seen.</p>
--	---

Decision:

At the time of the inspection in October 2005 there was a growing feeling in the division that the helpdesks were not able to cope with demand. An extra five staff posts were therefore earmarked for introduction in April 2006. The thrust of this recommendation was that the five helpdesks and two call handling units should work more closely together with a view to achieving greater resilience and flexibility for dealing with variable levels of demand. The proposed staff increase did not happen and force budgetary constraints mean that staff posts will now be reduced by seven rather than increased by five.

While the monitoring team found evidence that the various call management structures and processes had been rationalised, the original premise on which the recommendation was made has significantly changed. The expected increase in staffing has not materialised and existing staffing levels are being reduced in order to resource an additional force call bureau in 2007. Change and uncertainty have had a detrimental impact on the morale of police staff employed in this function and while customer satisfaction has increased, it remains well below target. With fewer staff in the divisional call handling and helpdesk functions and no sign that demand will decrease, further improvements to customer satisfaction will largely depend on the effectiveness of support from the new force call bureau. Since this was not due to be introduced until January 2007 and the division will be reducing helpdesk services in advance, the monitoring team initially had concerns that the task of managing demand would over-stretch divisional resources and have a detrimental impact on customer satisfaction and staff morale.

Following the initial revisit, clarification was sought from the head of corporate services, who is project managing the introduction of the new force call bureau. The proposal to establish a central helpdesk follows a force *Best Value Review of Communications* which found that approximately 33% of the 1.5 million calls made annually to divisional helpdesks are not answered. A pilot scheme has been trialled for the Eastern Area helpdesks, the results of which are shaping plans for the wider roll-out across the force.

The monitoring team was reassured to hear that the project manager had recently visited Kirklees BCU and, by speaking to staff directly affected by the proposed changes, had managed to allay some of the fears and concerns. This was corroborated by the BCU Commander. The monitoring team was also assured that the impact of the changes would be closely monitored and formal evaluation would take account of customer and divisional staff perspectives as well as quantitative response indicators.

The spirit of the recommendation has been discharged under the force call bureau project and HMIC will watch developments with interest.

Recommendation 3	
<p><i>That the BCU command team identifies its long-term plan for NPT, patrol, investigation and proactivity. This should include a thorough assessment of capacity, particularly patrol, and follow consultation with staff at all levels and appropriate partner agencies. Once determined and agreed with HQ, milestones should be identified to ensure both a consistency in application and communication to staff.</i></p>	
Action taken by BCU	Measurable Impact
<p>A series of strategic planning days have been held at which the Area Commander tasked his inspectors to review the level and balance resources against demand across the BCU, with a view to improving flexibility and service quality; to date three such meetings (21 September, 12 October and 7 November 2006) have been held and more are planned. Working groups, consisting of both patrol and detective inspectors, were subsequently formed to develop the ideas generated at the planning days and make recommendations for improvement.</p> <p>Responsibility for community policing and NPT has been combined under the command of one chief inspector portfolio in order to improve collaboration and support.</p> <p>The current staffing level for the BCU NPT is 4 inspectors, 13 sergeants, 52 constables and 50 PCSOs. An extra 52 PCSOs are to be recruited by the end of this financial year.</p> <p>CID teams have been realigned. On merger the reactive teams combined and worked from Dewsbury police station while the proactive teams all worked from Huddersfield. Practice showed that the two teams were too polarised and separate. Subsequent refinement has led to the number of reactive teams being reduced to five, alignment to the patrol team shifts, and shared accommodation with the proactive teams. There are now three reactive and three proactive teams at Huddersfield and two reactive and two proactive teams at Dewsbury.</p> <p>Probationary constables complete a three month NPT attachment at the 90-week stage of their development to improve their understanding of the principles of NPT and to strengthen links between response and that</p>	<p>The planning days are empowering middle managers in the BCU and reinforcing ownership and responsibility among team leaders for improving service quality.</p> <p>As a result of the planning days the patrol teams are developing a 'Kirklees' identity and now work in larger teams that have replaced previous 'North' and 'South' teams. This provides greater flexibility for managing short-term staff abstractions and meeting demand.</p> <p>The co-location of both reactive and proactive teams at Huddersfield and Dewsbury has been welcomed by staff. They consider the new arrangement operationally more effective. It has also resolved some of the personnel and morale problems that arose from the initial changes.</p> <p>The alignment of the reactive CID teams with the patrol teams shift rota provides overlaps, which have reduced overtime, and allows the attendance of both on the same 10 weekly training days.</p> <p>Probationers report that they find the attachments to the NPT valuable for improving their awareness and understanding of the principles and practice of NPT for the longer term.</p> <p>The prisoner reception unit has dealt with 840 disposals during the first three months of its existence and the monitoring team heard anecdotal evidence that response officers are no longer deployed to deal with prisoners at shift-handovers. Over the same period demand has increased but response times have improved, particularly in relation to priority incidents.</p>

<p>function. This arrangement is to be superseded by the introduction of a professional development unit for probationers in 2007.</p> <p>A prisoner reception unit staffed by officers seconded from patrol teams has been set up (November 2006), at the behest of the patrol inspectors, to expedite the release patrol officers to deal with demand and improve prisoner handling.</p>	
--	--

Decision:

The monitoring team is satisfied that effective action has been taken to review resources across the BCU with a view to achieving greater balance and flexibility for meeting demand and improving the quality of service. In doing so the BCU Commander has sought to match accountability for managing service delivery with ownership of service improvement which should ensure that service quality remains a key guiding principle for future development in the BCU. This remains work in progress.

Recommendation 4

That the BCU command team undertakes a review of training provision across the BCU to ensure local training needs are able to be dynamically identified, prioritised and delivered to all relevant personnel within the BCU, in particular CID staff. Such a review should include consideration of DTO roles and responsibilities to ensure the BCU has the capacity to continue to deliver high quality training for all personnel with consideration of the expanding PDU remit.

Action taken by BCU	Measurable Impact
<p>A review of the divisional training officer role has been completed and the resultant paper recommended the appointment of a training co-ordinator to progress the difficulties identified in this area. A force-wide moratorium on police staff recruitment currently prevents further progression of this recommendation.</p> <p>The shift pattern and alignment of reactive CID with patrol teams allows group training days on key themes to be held every 10 weeks. The divisional Commander and superintendent (operations) provide input on these occasions to address local matters.</p> <p>Mandatory training is determined by the force training user group (TUG) and packages are provided to the BCU for dissemination to all staff. The divisional chief inspector (support) is a member of the force TUG to make representation about local training priorities. Records are maintained of attendance and reports are required from inspectors to explain any non-attendance. Consideration is given to stopping competency related threshold payments (CRTPs) for repeat non-attendance on mandatory training.</p> <p>A programme of role-specific training days has been introduced for all sergeants in the division to focus on performance issues, standards and values.</p>	<p>Patrol and NPT staff in the focus groups confirmed that they attend mandatory training days within the cycle of their shift pattern. CID staff reported that they have difficulty making themselves available on account of work pressures, preferring to use such days to catch up on enquiries and paperwork. Feedback to the monitoring team suggests that their poor attendance may be due to their perceived irrelevance of some of the training themes.</p> <p>Subjects covered at a training day attended by the inspection team were relevant and well-presented:</p> <ol style="list-style-type: none"> 1. Stop and Search; 2. Domestic Violence Policy; 3. Offender Management (with inputs on the subjects of DIP, tagging by Group 4 and PPO). <p>The event was well attended by response officers and some CID staff who took advantage of the presence of representatives of the SMT to ask questions about any issues of concern to them in the BCU.</p> <p>Some 70 (95%) of all sergeants in the division attended the first round of sergeants' training days.</p>

Decision:

The monitoring team is satisfied that effective action has been taken to implement this recommendation.

Recommendation 5

That the BCU command team takes steps to ensure that full compliance with the PDR process is achieved, and should include both quantitative and qualitative elements within the various performance measurement processes. In particular the marketing of the process and training for staff should be considered to ensure that all staff feel the benefit and value of the PDR process.

Action taken by BCU	Measurable Impact
<p>In January 2006 a constable was appointed to the newly created temporary post of PDR co-ordinator with a view to driving improvement in PDR quality and timeliness and training first and second line managers. In September the post was made permanent and resilience is provided by personnel clerks. Actions:</p> <ul style="list-style-type: none"> • she has written a simple 16-page guide to using the force electronic PDR system, a copy of which has been published on the BCU intranet and broadcast by e-mail to all first and second line managers. This provides intelligible guidance to supplement the standard 51 page force guidance on carrying out PDRs; • she trains first and second line managers in how to use the electronic PDR system; • each month she audits 10 completed PDRs from the previous month for compliancy against force standards and provides feedback to first and second line managers; • she alerts first or second line managers to the requirement for PDRs prior to the due date and, where necessary, sends out reminders six weeks before the due date and four weeks afterwards. If a PDR is not completed within the permitted timescales she alerts the chief inspector (operational support) who sends a lotus notes message to the relevant line manager reiterating the importance of completing PDRs; • at the end of their probation all student officers are given input on the PDR system; and • it is intended that all new line managers will be given individual training as part of the divisional induction process. 	<p>The role of PDR co-ordinator and the training she provides, is appreciated by supervisors. Approximately 50 first and second line managers have been trained in how to use the electronic PDR system.</p> <p>The dip sampling completed continues to monitor standards and poor PDRs are highlighted and returned to staff where appropriate. Positive feedback is also required but is not reported as being part of the current system.</p> <p>Performance in relation to PDR completion is strictly monitored through the operational review process in the BCU and the latest statistics (December 2006: 57% of staff in the BCU have had a PDR completed in the last 12 months, compared with 11% in January 2006) reflects significant and consistent improvement over the last 12 months.</p> <p>NPT supervisors however, report that they have excessive numbers of PDRs to complete when PCSOs are considered. This was as high as 18 staff for one sergeant. Future increases in PCSO numbers will compound this problem.</p> <p>While the completion rate is high, the monitoring team found mixed opinions among staff in focus groups as to the value of the process. Some felt that completion is driven by applications for promotion and for new roles, or 'because they have to', not because they see a benefit in them. Others were able to cite examples of how performance management had been linked to the PDR process to address poor performance. PCSOs were unable to articulate any value in their PDR system and this remains an area for development. The monitoring team believes that the recently introduced link between PDRs and CTRPs and SPPs means staff will promote a better understanding of the value and benefits</p>

<p>The SMT is attempting to change negative staff attitudes towards the PDR process by linking the allocation of training courses to the completion of PDRs. This principle has been extended to CRTP and special priority payments (SPP). Staff are therefore encouraged to retain evidence within the PDR process that can later be used to evidence applications for CRTP and SPP payments.</p>	<p>of the PDR system.</p> <p>Staff in CID did not have a high rate of PDR completion and this was only partially attributable to them being exempt from the process when completing the trainee investigator programme.</p>
--	---

Decision:

The monitoring team is satisfied that effective action has been taken to implement this recommendation resulting in greater compliance with quality and timeliness standards.

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 – eg. contact with PSU?	No

5. Conclusions

Progress has been made in relation to each of the recommendations in the original inspection report.

In the case of recommendations 1, 3, 4 and 5 the monitoring team found evidence that action taken by the SMT has had a positive impact on the BCU culture and performance resulting in improved outcomes for staff and customers.

Recommendation 2 has been discharged under the force call bureau project. Initially the monitoring team had concerns that the task of managing demand would overstretch divisional resources and have a detrimental impact on customer satisfaction and staff morale. Reassurances have been given however, that the impact of the changes will be closely monitored by the force project manager and formal evaluation will take account of customer and divisional staff perspectives as well as quantitative response indicators.

The monitoring team would like to thank the BCU Commander and all staff for their welcome, honest and forthright contributions to discussions during their visits and wish the SMT well in their pursuit of improved performance.

**Chief Superintendent Robin Trounson and
Chief Inspector Peter Jones
Staff Officers to HM Inspector of Constabulary**

Appendix A - iQuanta charts – Up to December 2006

Overview Charts

Force Overview Report - West Yorkshire and BCUs
Crimes
Data To The End Of Dec 06

Force/BCU	All Crime	BCS Comparator	Domestic Burglary	Vehicle Crime (exc Veh Interference)	Robbery	Violent Crime
Kirklees						

Force Overview Report - West Yorkshire and BCUs
Sanction Detections
Data To The End Of Dec 06

Force/BCU	All Crime	BCS Comparator	Domestic Burglary	Vehicle Crime (exc Veh Interference)	Robbery	Violent Crime
Kirklees						