

**HM Inspectorate of Constabulary  
Northern Regional Office**

**Follow-up/Monitoring Visit to Rotherham BCU  
South Yorkshire Police**

**BCU Inspection conducted – April 2004  
Follow-up visit conducted – May 2005**



**Rotherham BCU – South Yorkshire Police**

<b>Date of Inspection</b>	<b>Lead Inspector on revisit</b>	<b>BCU Commander</b>	<b>Date of Final Report</b>	<b>Date of monitoring</b>
April 2004	Chief Superintendent Wendy Walker	Chief Superintendent David Featherstone	July 2004	May 2005

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

- Since the time of the original inspection, the BCU Commander has retired.
- In January 2005, a new BCU Commander was appointed on promotion.
- The chief inspector (partnerships) has had a change of responsibility and now has the portfolio of chief inspector (operations).
- A new chief inspector (partnerships) has been appointed on promotion.

**2. Performance Summary**

- Rotherham BCU has seen an excellent reduction in domestic burglary, robbery and vehicle crime, although there have been increases in these offences over recent months. These increases can also be seen for total crime and violent crime but with greater effect.
- Total crime had decreased by -5.36% over the rolling 12 month period, which has positioned the BCU well in the MSBCU group. Looking at the comparison iQuanta chart, an influx in offences can be seen from August 2004. This is due to the ongoing (but belated against other forces) effects of NCRS. South Yorkshire Police have recently been graded as green for NCRS, which is the reason why recorded offences have increased so drastically. This has mainly affected the recording of violent crime, which is evident across the whole Force.
- Violent crime has increased by 44% over the rolling 12 month period, but the current level is still the lowest in the MSBCU group. These increases in violent crime are massive, but are in line with the increases experienced in the MSBCU group.
- Over recent months the detection rates have fallen for volume crime. This could be due to the falling number of crime offences for domestic burglary, robbery and vehicle crime leading to diminishing returns. The fall in total crime and violent crime detection rates is due to the increase in offences reported having a detrimental effect in this area. South Yorkshire Police as a whole is experiencing similar performance.

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**Crime Performance Table:** (Latest 12 Months) compared to MSBCU Group  
(There are 15 BCUs in the MSBCU group)

Performance Indicator	2003/04	2004/05	% Change	MSBCU group average (2004/05 period)	MSBCU group ranking
Recorded crime per 1,000 population	95.01	89.92	-5.36%	101.85	4
Recorded crime detection rate	26.37%	25.79%	-0.58 p.p.	26.79%	10
Domestic burglary per 1,000 households	19.49	13.24	-32.06%	15.11	6
Domestic burglary detection rate	20.67%	21.65%	0.98 p.p.	17.02%	4
Robberies per 1,000 population	0.58	0.49	-15.75%	0.61	5
Robbery crime detection rate	43.84%	38.21%	-5.62 p.p.	28.10%	2
Vehicle crimes per 1,000 population	19.15	14.02	-26.76%	14.36	8
Vehicle crime detection rate	14.68%	12.33%	-2.35 p.p.	11.05%	4
Violent crimes per 1,000 population	10.13	14.61	44.25	19.57	1
Violent crime detection rate	67.10%	56.29%	-10.81 p.p.	57.53%	10

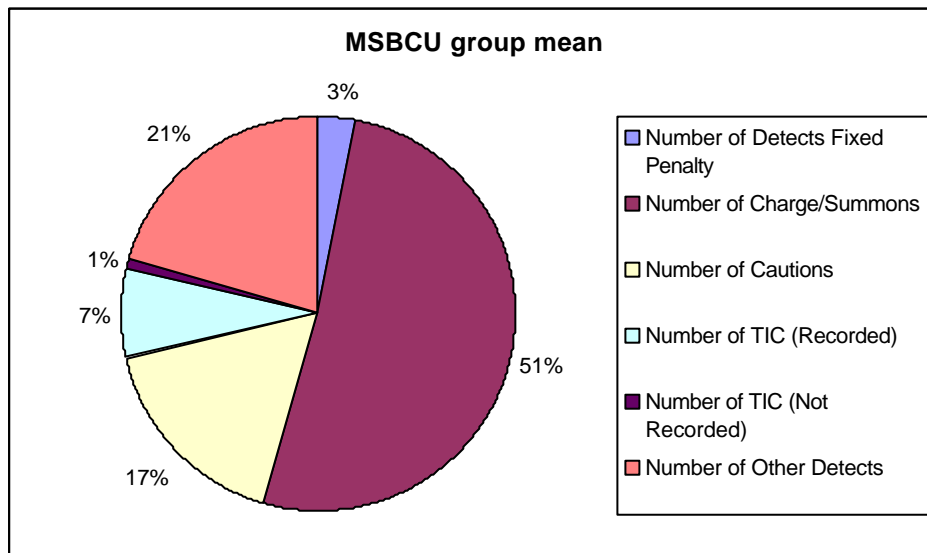
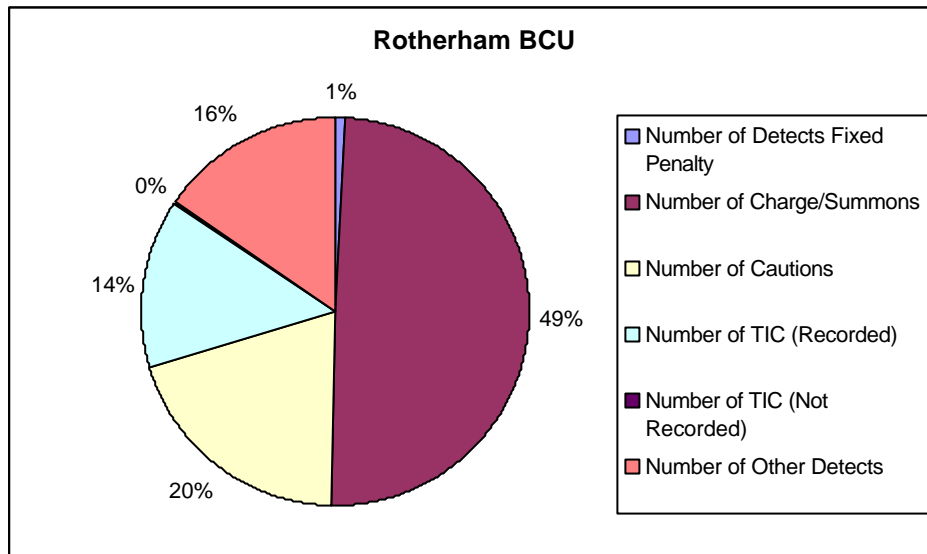
**Type of Detection method**

The table below shows the type of detection method used in Rotherham BCU for the financial year 2004/05:

Unit	No. of detects	No. of detects by fixed penalty	No. of charge/summons	No. of cautions	No. of TIC (recorded)	No. of TIC (not recorded)	No. of other detects	% of other detects
<b>TOTAL CRIME</b>								
Rotherham	5834	56	2879	1172	818	4	905	15.51%
MSBCU group mean	5788	184	2961	981	423	43	1196	20.66%
<b>DOMESTIC BURGLARY</b>								
Rotherham	301	0	127	8	141	0	25	8.31%
MSBCU group mean	228	0	109	7	82	3	27	11.64%
<b>ROBBERY</b>								
Rotherham	47	0	39	0	0	0	8	17.02%
MSBCU group mean	36	0	29	1	1	0	5	13.12%
<b>VEHICLE CRIME</b>								
Rotherham	435	0	188	20	211	2	14	3.22%
MSBCU group mean	337	0	153	26	125	5	27	7.88%
<b>VIOLENT CRIME</b>								
Rotherham	2068	56	943	506	13	0	550	26.60%
MSBCU group mean	2388	145	1098	399	3	0	743	31.12%

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Pie charts showing the percentage of the types of detection method used for total crime can be seen below for the same time period:



Rotherham BCU has a lower than average percentage of 'other detects', but has a higher than average rate of offences which had been taken into consideration being recorded.

### 3. Inspection Recommendations

<b>Recommendation 1</b>	
<p><b><i>That an overhaul of operational practices is conducted and standard operating procedures published for each team on the BCU to improve efficiency and provide clarity to all personnel.</i></b></p>	
<b>Action taken by BCU</b>	<b>Measurable Impact</b>
<ul style="list-style-type: none"> <li>• A full internal review of operational policing has been conducted, in the following areas:               <ul style="list-style-type: none"> <li>– patrol;</li> <li>– CID;</li> <li>– intelligence and tasking; and</li> <li>– specialist community services.</li> </ul> </li> <li>• A Force-wide review is underway regarding the shift patterns worked by uniform groups and CID. It is anticipated that the changed hours will:               <ul style="list-style-type: none"> <li>– allow greater levels of cover at peak periods; and</li> <li>– improve continuity and accessibility of response teams.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• There was good awareness by staff of the reviews that have taken place, particularly in relation to the CID and intelligence unit.</li> <li>• Staff were aware that the shift patterns for response officers were being reviewed. Despite there being a likelihood that this would result in fewer full rest days, the majority of those spoken to saw this as a positive move and in the interests of the customer.</li> <li>• There was some misunderstanding amongst staff about who was responsible for these changes.</li> </ul> <p><b>The re-inspection team note that work on this recommendation has been delayed, but positive action has been taken since arrival of the new BCU Commander.</b></p> <p><b>There is some room for improved communication within the BCU, as this will help staff gain a better understanding of the planned changes and their benefits.</b></p> <p><b>It is anticipated that increased SMT visibility will help to improve understanding and allay any fears in this area.</b></p>

<b>Recommendation 2</b>	
<b><i>That the SMT create a structured and balanced programme of interaction with BCU teams, including patrol time, visits to outlying sites, attendance at briefings and consideration of forums for managers and supervisors.</i></b>	
<b>Action taken by BCU</b>	<b>Measurable Impact</b>
<ul style="list-style-type: none"> <li>• The BCU command team has introduced a diarised programme of visits to all stations.</li> <li>• Meetings with inspectors are held on a regular basis.</li> <li>• A schedule of sergeants' meetings has been introduced.</li> <li>• Police staff supervisory meetings are scheduled weekly and alternated between Main Street and Maltby stations.</li> </ul>	<ul style="list-style-type: none"> <li>• Focus groups reported increased visibility and accessibility of SMT members since the beginning of 2005. This is particularly the case for the BCU Commander.</li> <li>• The tasking meetings held at Maltby have improved the exposure of the SMT outside of divisional headquarters.</li> <li>• Police staff reported a good level of visibility and accessibility of senior police staff. Alternation of the venue for the weekly police staff meeting between Main Street and Maltby has resulted in increased visibility of these individuals.</li> </ul> <p><b>The re-inspection team recognise the increased visibility and accessibility of the SMT, particularly at outlying stations, but feel there is scope to improve in this area with regular diarised patrol time. This would particularly benefit response officers, community based officers and PCSOs.</b></p> <p><b>The meetings between the SMT and inspectors/sergeants were well received by staff. The re-inspection team believe that there is room for improvement in this area by increasing the frequency of meetings and minimising cancellations.</b></p>

<b>Recommendation 3</b>	
<b><i>That, in line with the overhaul of operational practices, the BCU Commander reviews the manner in which the performance of teams is measured on the BCU and better defines the link between activity, performance and outcomes.</i></b>	
<b>Action taken by BCU</b>	<b>Measurable Impact</b>
<ul style="list-style-type: none"> <li>• A multi-functional focus group has been established, comprising representatives from all ranks and departments, to look at operational practices.</li> <li>• A project team, examining the introduction of neighbourhood policing teams, has been focused upon team performance and how it links into district and partnership priorities.</li> <li>• All police officers and police staff have received a copy of the district priorities for inclusion in their personal development journals. Copies have been displayed in conference rooms and on performance boards across the district.</li> </ul>	<ul style="list-style-type: none"> <li>• There was a mature understanding by staff at all ranks that there needs to be a qualitative interpretation of performance.</li> <li>• The majority of supervisors spoken to by the re-inspection team believed they were in a position to monitor performance of their staff.</li> <li>• There was strong evidence of a culture of intrusive supervision, and supervisors knew how to obtain an individual's performance data if required.</li> <li>• There was knowledge of the previous performance indicators and the reintroduction of performance measures for a short period.</li> <li>• The BCU is in the process of recruiting a new analyst. Once this post is filled, the BCU will be introducing a more realistic, qualitative perspective to performance data, in line with a neighbouring BCU.</li> <li>• The Force is currently undertaking a project to identify a set of performance measures to be used as a corporate template for all BCUs.</li> </ul> <p><b>The re-inspection team recognises the efforts of the BCU Commander to impact upon this area, although there is still room for improvement.</b></p>

<b>Recommendation 4</b>	
<p><b><i>That a clear project plan is published for the implementation of problem solving on the BCU and that the unit is co-located with the intelligence unit to improve the intelligence flow and subsequent impact on the tasking process. This plan should include the interface with partner agencies.</i></b></p>	
<b>Action taken by BCU</b>	<b>Measurable Impact</b>
<ul style="list-style-type: none"> <li>• A service plan has been created to implement problem solving across the district.</li> <li>• A problem solving unit has been established. Local joint problem solving training is taking place using a multi-agency approach, with a view to establishing NPTs (neighbourhood policing teams). These will be rolled out from Autumn 2005.</li> <li>• Planning is underway to integrate the problem solving unit with the district intelligence unit to impact on the tasking process for the NPTs. To this end a bid has been submitted to the centre for the problem solving analyst. The BCU is inviting partner agencies to have a direct input to the intelligence/tasking processes for the NPTs.</li> <li>• A review of intelligence has been carried out. As a result, the intelligence unit is to be moved under one roof.</li> </ul>	<p><b>The re-inspection team note that a clear project plan has been published as required.</b></p> <p><b>The project plan will be implemented alongside the introduction of neighbourhood policing teams, which will be rolled out from Autumn 2005.</b></p> <p><b>Whilst there is little evidence of problem solving at this time, the project plan is expected to address this issue by:</b></p> <ul style="list-style-type: none"> <li>– <b>integrating the newly formed problem solving unit with the district intelligence unit;</b></li> <li>– <b>recruitment of a problem solving analyst; and</b></li> <li>– <b>moving all of the intelligence function under one roof.</b></li> </ul>



<b>Recommendation 5</b>	
<b><i>That the BCU implements a system to ensure the flow of timely information from the DSU and publishes appropriate service level agreements for the operational management of CHISs across all priority crime areas.</i></b>	
<b>Action taken by BCU</b>	<b>Measurable Impact</b>
<ul style="list-style-type: none"> <li>• The intelligence structure was reviewed by an external source on 2 March 2005. The review looked specifically at the flow of information from the DSU to identify any blockages and recommend remedial action.</li> <li>• The DSU has completed a service level agreement in relation to the management of CHISs across all priority crime areas. This is now being disseminated to district staff by the DTO and is being placed on Rotherham's intranet site.</li> </ul>	<ul style="list-style-type: none"> <li>• A service level agreement has been published for the management of CHISs across all priority crime areas.</li> <li>• There was evidence of good use of the national intelligence model through the tasking and co-ordination process.</li> <li>• There was a good understanding of the NIM by those in the DSU, although the responsibilities of those involved in the process did not appear to be fully understood by those outside the unit.</li> </ul> <p><b>The re-inspection team recognise that whilst the DSU had developed a mature understanding of the NIM, there is a need to ensure that the roles and responsibilities of those involved in the process are better understood outside of the DSU.</b></p> <p><b>It is expected that the plans highlighted by the SMT, together with the improved communication strategy will address this issue.</b></p>

#### 4. Monitoring Assessment and Follow-up action

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

#### 5. Conclusions

The BCU response to the recommendations made following the inspection in April 2004 appears to have been unco-ordinated and slow to materialise. However, there have been significant improvements in this area since January 2005. This coincides, with the arrival of the new BCU Commander and greater cohesion of the management team. Consequently, a number of matters, which should have been resolved, are still in the early stages.

The re-inspection team is confident that the work being undertaken by the BCU senior command team, together with planned changes at Force level, will address all of the recommendations made following the BCU Inspection.

Performance is improving in respect of a number of Force and BCU priorities.

A number of suggestions were made during the initial Inspection report. The re-inspection team has examined the BCU response to these suggestions and is satisfied that action has been or is being taken to address them.

The re-inspection team would like to thank the BCU Commander and his team for their warm welcome and the assistance provided throughout the re-inspection process.

**Chief Superintendent Wendy Walker**  
**Staff Officer to HM Inspector of Constabulary**