

**Inspection of Bury BCU
Greater Manchester Police
May 2005**



CONTENTS

page

Introduction	1
Overview	3
Bury BCU.....	4
Part One – Leadership	6
The BCU Management Team.....	6
Strategic Management	7
Operational Leadership	8
Organisational Culture.....	10
Community Policing.....	11
Community Safety Partnerships.....	11
Financial Management	13
Health and Safety	13
Absence Management	14
Training and Development	15
Performance Development Review – Audit.....	16
Grievance Procedure	16
Special Constabulary and PCSOs.....	17
Domestic Violence.....	18
Part Two – Performance	19
Performance Management	19
Accountability Mechanisms	19
Performance.....	20
Proactive Capability	22
National Intelligence Model.....	23
Briefing	24
DNA Sampling and Custody Management	25
Summary	26
Recommendations	28

Introduction

1. Between 23 and 27 May 2005 Her Majesty's Inspectorate of Constabulary conducted the Inspection of Bury basic command unit (BCU).
2. There are over 300 basic command units (BCUs) in England and Wales and no two are alike. They vary in size from a little over 100 officers to over 1,000; some serve densely populated, ethnically diverse inner cities, while others cover vast tracts of sparsely populated countryside. What they do share are some key aims and objectives, specifically to work with partner agencies on reducing crime in their areas, and do so with integrity. Scrutiny of police performance is shifting from aggregate force outcomes to the performance of individual BCUs, with the recognition that policing is essentially a locally delivered service. However, BCUs are not islands – they operate within a framework of policy and support determined by headquarters based chief officer teams. The precise configuration of policing units and the balance of resources between HQ and BCUs varies across the 43 forces in England and Wales.
3. The focus on performance in reducing crime and disorder is likely to be relentless. Forces and police authorities, working with local authorities and other community safety partners, will need to raise their game year after year. Indeed, the statutory regime of Best Value demands 'continuous improvement' and an array of sanctions exist if authorities fail to deliver this. The Government recognises the need for additional resources in the fight against crime, and the 2004-07 comprehensive spending review (CSR) settlement is acknowledged to be the most generous the police service has received for many years. More police officers, better communications and information technology, and ever more sophisticated forensic techniques should all enhance police effectiveness. However, the potential for the service as a whole to deliver better results in crime reduction and detection cannot conceal an inescapable fact – that performance between BCUs operating in similar policing environments and with comparable resources varies to a degree that is at times remarkable.
4. Leadership by BCU commanders is probably the single most important determinant of BCU effectiveness. The responsibilities of command are significant, and some superintendents are not well supported in terms of the strength of their management teams and/or the quality and quantity of support from headquarters. Without exception, staff in pilot sites wanted their management teams to be more visible and accessible. One outcome from BCU inspections should be a better understanding of the practical manifestations of effective leadership.
5. In trying to make sense of the variations in operational performance that exist – to differing degrees – in every force, a key ingredient is *focus*. The best performers focused efforts of their staff through timely, dynamic local briefings that are supported by a well managed intelligence system. They set targets and make sure that staff are aware of them, they communicate results and celebrate success. They define responsibilities and hold individuals to account for how they have used their time. In some BCUs this performance culture is absent, reflected in the fact that the personal development review (PDR) system of setting and monitoring individual goals is in abeyance. A nationwide rolling programme of inspections that focus upon performance and leadership is thus likely to produce an upturn in results.

Note

For consistency the term basic command unit (BCU) will be used throughout this report, although within Greater Manchester Police (GMP), local policing is delivered through a divisional structure.

Overview

- 1.** Greater Manchester Police is one of the largest police forces in England and Wales. The Force has over 8,192 police officers, 3,787 police staff, 390 special constables and 269 police community support officers (PCSOs).
- 2.** The Force covers an area of 1,282 square kilometres. It serves a population of 2.5 million in over one million households.
- 3.** The Force is divided into 12 basic command units (BCUs), which cover the 10 local authorities of Bolton, Tameside, Salford, Bury, Manchester, Wigan, Trafford, Stockport, Oldham and Rochdale. The city of Manchester is divided into three BCUs.
- 4.** The Force command team comprises of:
 - Chief Constable – overall command;
 - deputy chief constable - responsible for corporate development and performance, finance, professional standards, corporate communications and ACPO lead on criminal use of firearms;
 - assistant chief constable (territorial policing) – responsible for 12 divisions and divisional and partnership support unit;
 - assistant chief constable (specialist operations) – responsible for the traffic network, airport, tactical support, operational planning and internal affairs;
 - assistant chief constable (crime) – responsible for HQ CID, Special Branch, scientific services and doctrine;
 - assistant chief constable (human resources) – responsible for the learning and development branch and human resources;
 - assistant chief constable (criminal justice and diversity) – responsible for diversity command and criminal justice division; and
 - assistant chief officer (business resources and operational communication) – responsible for operational communications branch, facilities and procurement, business services, IT branch and command support.
- 5.** The total revenue budget in 2005/06 for the Force is just over £500 million. Following the piloting of devolved budgets at Bolton, Rochdale and Oldham divisions, Greater Manchester Police devolved payroll budgets to all of its divisions on 1 April 2005. Estate costs are not devolved to divisions.

Bury BCU

6. Bury BCU lies within the foothills of the Pennines to the north of the Greater Manchester conurbation. It borders the Salford, Bolton, North Manchester and Rochdale divisions of GMP, as well as the Pennine division of Lancashire Constabulary. The BCU is coterminous with the borough of Bury, which is made up of six towns: Bury, Whitefield, Prestwich, Radcliffe, Ramsbottom and Tottington. The BCU has a population of 181,880 living in 75,112 households. The BCU covers an area of almost 99 square kilometres and services 7.2% of the Greater Manchester population.

7. Bury BCU was established as a single unitary division in 1996. However, in practice, the division has operated as two separate sub divisions often referred to as 'north' and 'south'. Since his appointment in January 2004, the BCU Commander has been keen to break down the perceived geographic boundaries. As such, he is introducing some internal boundary and operational changes, known as the 'Realignment Project.'

8. Bury BCU headquarters is housed within the main police station at Bury. This headquarters building has been condemned because it is contaminated with asbestos, and is due to be demolished in the near future. Another site for a new headquarters building has already been identified within the town. The BCU has another main police station at Whitefield. There are smaller police stations at Radcliffe, Ramsbottom and Prestwich, all of which serve as deployment bases for area officers.

9. The BCU has a budgeted strength of 436 people. This includes 317 police officers (259 constables, 37 sergeants and 16 inspectors), 82 police staff (20 of which are PCSOs) and 37 special constables.

10. The BCU Commander is a chief superintendent. He is supported by a command team consisting of:

- Superintendent (operations);
- chief inspector (operations);
- chief inspector (criminal justice and partnerships);
- detective chief inspector (crime manager);
- human resource manager; and
- divisional finance manager (not yet in post).

11. The process of the Inspection was tightly focused around leadership and performance, coupled with a visit to Force headquarters and pre-inspection analysis of key data and documents. The documents, data and other BCU issues were explored through an initial meeting with the BCU Commander.

12. The issues were further explored through a series of interviews, meetings, focus groups and unscheduled visits during the week of the field Inspection. A total of 170 people were seen and involved in this process. A number of reality checks (discussions and unscheduled meetings with staff) were performed during this period, which included visits to the outlying police stations.

13. The BCU Inspection concluded with a verbal debrief to the BCU Commander and his command team, and a separate ‘overview’ debrief with the assistant chief constable (territorial policing).

14. The inspection team would like to thank the BCU Commander and all staff in Bury BCU for the co-operation and assistance afforded them during the course of the Inspection.

Part One – Leadership

The BCU Management Team

BCU Commander

1.1 The BCU Commander is a chief superintendent who has 18 years' service with GMP. In 1990, after successfully applying to join the accelerated promotion scheme, he was posted to uniform duties in North Manchester. As an inspector he carried out operational and administrative duties. The Commander spent two years seconded to Her Majesty's Inspectorate of Constabulary, as a chief inspector. Upon his return to GMP in 1999, he undertook operational duties in the city of Manchester, including key silver command during the Commonwealth Games. Having attended the strategic command course, he was appointed to his current post in January 2004. He has recently been selected to the position of assistant chief constable for Cheshire Constabulary and is due to take up post in June 2005.

Superintendent (Operations)

1.2 The superintendent also has 18 years' service and coincidentally attended the same accelerated promotion course as the BCU Commander. Up to the rank of inspector he spent time on uniform and detective duties in various postings throughout GMP. He has vast experience in dealing with discipline and complaints matters, having worked as an assistant investigating officer (specialising in the areas of discipline and policy), and leading the operational support for the discipline and complaints branch. Prior to joining the division he spent a short period of time assisting in the restructure of Bolton division. He took up his current post in 2004.

Chief Inspector (Operations Manager)

1.3 The chief inspector (operations) has 15 years' service having originally joined Cheshire Constabulary in 1990. (He had already completed seven years' service in Her Majesty's Forces). Having gained experience on uniform, traffic and motorway duties, he transferred to GMP on promotion to inspector. As an inspector he undertook duties on traffic and the tactical aid unit. He transferred to Bury in November 2003 as acting chief inspector. In August 2004 he was promoted to substantive chief inspector in the same post.

Chief Inspector (Criminal Justice and Partnerships)

1.4 The chief inspector (criminal justice and partnerships) joined GMP in 1978 and has 26 years' service. As a uniform constable and sergeant she spent time on uniform duties in North Manchester and Oldham respectively. As uniform inspector she undertook duties in the research and development branch, before transferring to Rochdale as patrol inspector. In 1997 she was promoted to chief inspector working in the discipline and complaints department. Prior to taking up her current post in August 2004, she was chief inspector at South Manchester. The chief inspector (criminal justice and partnerships) is a newly established post, which in most other GMP divisions, is a role undertaken by a superintending rank.

Detective Chief Inspector (Crime Manager)

1.5 The detective chief inspector joined GMP in 1977 and has 28 years' service. He served as a constable in an inner city division in a variety of roles including uniform patrol, plain clothes and CID, followed by a period of time within the

discipline and complaints branch. As a sergeant and inspector he worked in various parts of GMP undertaking a variety of roles including uniform patrol, custody, CID and judicial support. In 1996 he was promoted to chief inspector and transferred to the Bolton division where he performed duties as the crime manager, senior divisional detective and SIO in numerous serious crime and homicide enquiries. In 1998 the detective chief inspector transferred to his present posting in Bury. He is a qualified SIO, CHIS controller and firearms incident commander and the longest serving member of this senior management team (SMT).

Divisional Human Resource Manager

1.6 The human resource manager joined GMP 17 years ago spending 13 years on the North Manchester division in various roles, before becoming the supervisor of the divisional personnel unit and roll call in 1997. At this time he undertook study towards the relevant HR qualifications and spent nine months acting as the divisional personnel officer before being promoted to divisional administration officer at Rochdale in 2001. In April 2003 he gained further promotion to become the divisional personnel officer at Bury after achieving individual Chartered Member status in the Chartered Institute of Personnel and Development. In light of recent Force changes, his role is now that of divisional HR manager with responsibility for all HR issues on the division. He is the diversity champion and has advised the Home Office (Office of Deputy Prime Minister), Social Exclusion Unit, and the NHS in policy development. He is also an active member of the Employers forum on diversity and has given presentations on mental health at European conferences.

Divisional Finance Manager

1.7 This post has existed within the divisional structure since 1 April 2005. Although the post holder had been selected, she was not due to take up post until June 2005 and therefore was not present during the Inspection.

Strategic Management

1.8 The strategic aims of Greater Manchester Police for 2005-08 are:

- Reduce crime and disorder within Greater Manchester;
- investigate and detect crime;
- build safer communities with our partners; and
- provide a well led and accountable service that is efficient and effective.

For each of these strategic aims, GMP have identified:

- Relevant Public Service Agreements (PSAs);
- strategic policing priorities;
- key initiatives to achieve success;
- benefits to the community; and
- performance measures being used.

1.9 Bury BCU has an annual business plan for 2005/06. This plan is based on the strategic aims of GMP and highlights the divisional priorities designed to meet those aims. These are:

- To reduce the number of offences of domestic burglary, personal robbery, theft from the person, vehicle crime, violent crime (including alcohol related violence and domestic violence) and other BCS comparator crimes.
- To increase the number of sanction detections. In particular to increase the number of detections for offences of domestic burglary, personal robbery, theft from the person, vehicle and violent crime (including alcohol induced and domestic violence).
- To provide reassurance to local communities by addressing anti-social behaviour; reducing youth nuisance, criminal damage and hate crime; and tackling drug misuse. Thereby increasing public confidence in policing and reducing the fear of crime.
- To promote confidence in the criminal justice system.
- To improve the availability and effectiveness of divisional resources and create a culture that confronts 'criminality'.
- To introduce a neighbourhood policing model for the division.

1.10 The business plan incorporates local measures and targets associated with each of these priorities.

1.11 Bury crime and disorder reduction partnership (CDRP) has produced a community safety strategy, which includes the following strategic priorities for 2005-08:

- Reassurance;
- domestic burglary;
- vehicle crime;
- personal robbery;
- drug misuse;
- domestic violence;
- hate crime; and
- alcohol related and town centre safe.

1.12 The CDRP priorities directly mirror the priorities of the BCU's control strategy, increasingly referred to as the opportunity strategy under the developing GMAC arrangements, where both police and partners identify with joint objectives. There is still much confusion at local level as to what is meant by the control/opportunity strategy. The control strategy was last updated in March 2005.

Operational Leadership

1.13 The BCU SMT's visibility, accessibility and approachability were tested during the Inspection. There was a mixed response from staff. Members of staff were confident to approach the command team and often came into contact with them when they visited the divisional headquarters:

- Seeing them in the area of the management team offices;
- occasionally coming into contact with them in the custody office; and
- due to relocation of the chief inspector (operations) office near to the patrol officers' base.

1.14 Recently, visibility within the police station has started to improve, although there was patchy evidence of SMT members being seen out of the divisional headquarters.

1.15 There was no evidence of SMT members going out on patrol and only little evidence of visits to outlying stations. The SMT has very recently introduced a visibility strategy which, if implemented in full, will improve the SMT visibility, accessibility and approachability.

RECOMMENDATION 1

Her Majesty's Inspector of Constabulary recommends the introduction of a diarised programme of visits and contacts that will increase the visibility, accessibility and approachability of the SMT.

1.16 Following periods of sickness amongst previous members of the SMT, the BCU Commander requested that the Force occupational health unit undertook an extensive stress audit on each member of the team. The results indicated that certain issues needed addressing. The SMT has recently engaged in a team building exercise and has taken direct action to support each member. This was a brave approach, which has paid off and resulted in establishing team cohesiveness. **Her Majesty's Inspectorate of Constabulary commends this transparent approach. This process is due to be shared amongst other SMTs across GMP.**

1.17 There is a good understanding of policing business amongst members of the SMT and all divisional inspectors. It was widely felt that this has been achieved through active involvement in the daily tasking and co-ordinating process.

1.18 The BCU SMT exercises its strategic role through the monthly divisional performance review meetings (DPRMs). These will be further described in the section relating to accountability mechanisms.

1.19 Day to day response policing is delivered through five shifts (response teams). Each of these teams is led by an inspector and supported by his/her three sergeants. These inspectors play a crucial role in ensuring that the BCU provides a high quality of service to the public. These inspectors not only lead the teams but also manage critical incidents and have the delegated authority from the SMT to direct all operational staff during their tour of duty.

Organisational Culture

1.20 The organisational culture of the BCU is friendly and respectful. The inspection team saw positive relations across the various specialisms, disciplines and roles within the BCU.

1.21 With few exceptions, everyone who works at Bury wants to continue working there. It is rare for staff to request a transfer from the division, other than for career development opportunities. This situation was particularly tested when the division 'lost' staff through a Force reallocation exercise.

1.22 Due to BCU changes within GMP, the Force undertook an evaluation of staffing levels, which concluded that Bury was overstaffed by 19 constables. This resulted in the division having to transfer 14 quality officers to other divisions and cancel five officers who were due to be posted there. To the credit of the BCU SMT, this process was fairly and transparently dealt with, thereby invoking no grievances.

1.23 The good morale at Bury is *despite* the fact that the main police environment is shabby. (Bury BCU headquarters is due to be demolished in the near future and replaced with a new police station).

1.24 Bury BCU is currently going through some major changes, in particular those to be brought about by the realignment project. These changes are being introduced alongside the reassurance project, which is attempting to refocus the policing style of the local area teams. All of these ongoing changes are creating confusion and uncertainty amongst staff. There is a need for greater communication in the division to enable people to be informed, understand and participate in these developments. Whilst there are formal meeting mechanisms in place, there is no facility for staff to be involved in two-way communication opportunities where they are able to access divisional information. In the absence of this accurate and clear information, unnecessary and unhelpful rumour will thrive.

RECOMMENDATION 2

Her Majesty's Inspector of Constabulary recommends that the SMT designs and implements a comprehensive communication strategy that will allow all staff to have access to divisional information.

1.25 There is evidence of an established reward and recognition system. Members of the inspection team were delighted to be invited to a reward ceremony during the Inspection week. Officers and police staff were presented with divisional commendations and good work minutes for their involvement in a drugs operation. It was established that staff felt very proud of this recognition and that police staff, in particular, would benefit from further exposure to such formal awards.

1.26 The Bury BCU police staff feel happy, valued and integrated, even though some feel there is a lack of career opportunity. They are well managed and are very complimentary regarding the effective leadership of the divisional HR manager.

Community Policing

1.27 Community policing is delivered through area teams, which will be increased in size through the realignment changes. Staff see the proposed changes with mixed views of opportunity and threat. At present, there are concerns over staffing levels. Everyone thinks that they are going to be busier, i.e. the response teams think that they will be busier because they will have lost staff to the enhanced area teams and the area teams think that they will be attending more response incidents on their areas. The fact that the realignment project is about managing that demand has not yet been satisfactorily communicated. Again, this would benefit from the establishment of a clear communication strategy. (See recommendation 2)

1.28 At present there are three area teams. In the very near future, there will be six area teams, coterminous with the political boundaries. Each team will be led by a dedicated sergeant and overseen by one of the three area inspectors. The realignment changes will ensure that each of these teams extend its police family to include special constables, PCSOs and volunteers.

1.29 There are very effective links to CDRP through the local area boards. This will be further explored in the next section.

Community Safety Partnerships

1.30 In September 2004, the CDRP reviewed its structure and delivery mechanisms. The strategic and tactical tasking and co-ordinating functions of the BCU are one and the same with the tasking and co-ordinating functions of the CDRP. Under the umbrella of the GMAC arrangements, the strategic partnership business group oversees the newly revised structure of the CDRP. This meets quarterly and is co-chaired by the BCU Commander and the chief executive of Bury Unitary Authority.

1.31 The strategic group is underpinned by the tactical partnership business group, which meets fortnightly, and is co-chaired by the superintendent (operations) and the assistant chief executive of the Bury Unitary Authority. In essence, this is a multi-agency tasking and co-ordinating group (TCG). Representatives on this group include police area inspectors, probation, youth offending team, local authority managers, health and fire services.

1.32 The inspection team attended one meeting of the tactical partnership business group. The meeting was well attended by a cross section of individuals with a wide range of police and local authority responsibilities. Despite the diversity of the group, there was a strong sense of group cohesion. There was good evidence of focused tasking, with results of previous issues being fed back to the group. Just one example of the effective operation of the group is the newly established joint licensing inspections between the police, the local authority and the fire service. Whilst this group is still in the early stages of development, there was strong evidence of effective tasking. **Her Majesty's Inspectorate of Constabulary recognises the efforts made in this area and will watch further developments with interest.**

1.33 Six area boards which have been in existence for over three years further underpin the tactical group. (The new police internal boundaries will now match the

areas served by these boards). These boards meet on a six weekly basis and are chaired by local elected councillors on a rotating basis. They are attended by:

- Members of the public;
- all local councillors;
- the area inspector;
- the area board co-ordinator; and
- other members of the extended police family.

1.34 All of this process is still evolving and is due to be officially launched in October 2005.

1.35 The community safety partners described the relationships with the BCU as 'stunningly good'. They explained that the developments had not just created structural changes, but by working together they had developed cultural changes. They have started to understand each other's areas of business and as such have an ownership of each other's problems as well as having shared targets to improve service delivery.

1.36 Reinforcing the structural and cultural stages is the ongoing implementation of the partnership's reassurance project, which addresses the importance of people feeling safe. Based on the principles of the national restoring reassurance work, the project is looking in real depth at why people feel unsafe – what prompts this feeling, such as litter, boarded up buildings or graffiti – and taking action to tackle them.

1.37 There are a number of good practice initiatives that have evolved from this partnership working. The partnership has branded its activities under the banner of 'Burysafe', which has its own logo and is becoming increasingly recognised across the borough as the outcome of joint working. One such initiative is 'Operation Benson,' which ran for six weeks during April/May 2004 and was aimed at drug dealing in and around the town centre.

1.38 The operation was focused on street level dealers, in particular dealing from a pool hall. Evidence was gathered utilising a covert observation vehicle, static observation posts and test purchasers. Local authority managers utilised their networks and contacts to encourage community intelligence. Leaflets were distributed to reassure local residents. The partnership operation resulted in 17 targets being arrested and prosecuted for drugs offences.

1.39 Other changes to the BCU's partnership working arrangements include the establishment of a local authority liaison officer (LALO) in February 2004, the appointment of a strategic analyst in April 2004, and the establishment of the post of chief inspector (criminal justice and partnerships) in August 2004. Without doubt, the creation of these posts, and their respective incumbents, has enhanced partnership working in the BCU.

1.40 The LALO is an inspector who heads the BCU crime and disorder function. This person provides the conduit between the police and the local authority. To assist this effort, he even has an office in each of the agencies' buildings. This individual is passionate, knowledgeable and enthusiastic about his duties, which again has

reinforced positive developments. The LALO is supported by a drugs sergeant, a community and race relations constable, a youth offending team constable and an ASBO co-ordinator constable.

1.41 At the time of the Inspection the BCU had in force:

- four anti-social behaviour orders (ASBOs);
- 35 ASBOs on conviction; and
- five acceptable behaviour contracts (ABCs).

1.42 The BCU had also utilised Reform Act powers in affecting the closure of the pool hall as part of 'Operation Benson' (mentioned above).

1.43 The importance of the CDRP is recognised by all members of the command team, and partners clearly valued the personal commitment to joint working by the BCU Commander and team.

Financial Management

1.44 GMP introduced devolution of police officer salaries to divisions on 1 April 2005. It is therefore still early days to highlight emerging issues in respect of financial management. The Force is still in the process of actually fully designing the rules surrounding virement opportunities.

1.45 The Bury BCU budget for 2005/06 is £12,802,490. The BCU revenue budget includes:

- All police officer and police staff salaries and allowances;
- police officer overtime;
- premises costs;
- transport costs; and
- supplies and services.

1.46 At present the BCU attracts little external funding since the environment is not as challenging as in some other areas of Greater Manchester. There are however, plans in the future to take advantage of the vulnerable location indices (VLI), which will highlight those deprived areas at a micro ward level.

Health and Safety

1.47 The BCU operates an effective health and safety policy with regular quarterly health and safety meetings, chaired by the HR manager. The meetings would benefit from the attendance of operational SMT police officers, as this would mainstream health and safety issues into operational policing activity. **Her Majesty's Inspectorate of Constabulary urges operational SMT police officers to attend health and safety meetings.**

1.48 Unison and Federation are well represented at these meetings and feel that this is an effective forum to voice health and safety concerns. One particular area for concern, regarding radio use, which had been aired and minuted in this forum, was highlighted often during the Inspection interviews. This particular issue is actually

creating obstacles in the way of the ongoing realignment proposals and if not rectified soon, will jeopardise the proposed divisional realignment changes.

1.49 Prior to the realignment project, the division operated on two Airwave radio channels (121 and 122 servicing the north and south of the division, respectively). In an attempt to unify the division, it was decided that all staff would operate on a single channel, 121, and would switch to channel 122 to carry out PNC checks. In theory, this change makes sense and indeed brings about divisional benefits, with all staff and supervision knowing what is happening operationally across the whole division.

1.50 To some extent it would be unwise to return to two separate channels, thereby losing this net gain. However, in practice, staff switching to the second channel are not receiving a satisfactory service and perceive that channel 122 is not being fully staffed in the Force operations room. There was also some suggestion that one channel is too busy to service the whole division. The evidence in respect of this claim was patchy.

RECOMMENDATION 3

Her Majesty’s Inspector of Constabulary recommends that the BCU SMT carry out an immediate and urgent review of the radio channel practices to ensure that the most effective and safe operational solution is adopted.

1.51 Health and safety issues are fairly well managed within the BCU with health and safety posters displayed in prominent locations. The BCU monitors the hours worked by staff and ensures that they are compliant with EU Working Time Regulations. The SMT record and monitor its own hours. Work has recently been carried out to assess safe staffing levels to inform the size of the new area teams. **Her Majesty’s Inspectorate of Constabulary welcomes this work.**

Absence Management

1.52 The table below shows the change in sickness for the BCU for 2003/04:

Figure 1: Financial Year Sickness Absence in Days		
	Bury BCU	Greater Manchester Police Force
Average number of sick days per police officer- 2003/04	8.36	10.21
% Change compared with the same period the previous year	-4.83%	-7.16%
Average number of sick days per police staff - 2003/04	8.24	13.74
% Change compared with the same period the previous year	25.39%	-3.73%

1.53 When looking at the sickness rates for police officers in 2003/04, the BCU is ranked as 4th in the most similar BCU group (MSBCU) and 2nd in the Force for the

average number of days lost. This is good performance with an encouraging reducing trend.

1.54 When looking at the sickness rates for police staff in 2003/04, the BCU is ranked as 5th in the MSBCU group and 2nd in the Force for the average number of days lost. Whilst this performance is good, the recent increase in days lost needs to be monitored closely.

1.55 There is a robust application of the attendance policy within the BCU. This situation is particularly commendable in the context that the division recently had 14, fully fit, members of staff transferred to other divisions as previously mentioned.

Training and Development

1.56 The headquarters learning and development branch is mainly responsible for the delivery of training within the BCU. A carousel modular process has been introduced and appears to be an effective delivery mechanism for corporate training. When corporate training needs are identified, usually through GRIP or Stepchange requirements, the learning and development branch produce an appropriate briefing package, which is made available to the BCU. It is then the decision of the BCU to prioritise training delivery, which usually occurs during the regular shift overlap period. This is usually delivered by the training sergeant in the Bury classroom.

1.57 There is ample evidence that staff have received diversity training. In fact 80% of Bury's staff have received diversity training in the last two years. The BCU is also proud to report 98% completion rate of the race equality scheme (RES) workbook, which has ensured statutory compliance with the RES.

1.58 Officer safety training in GMP is delivered through a programme co-ordinated by Sedgley Park training centre. This system is extremely effective and ensures that all operational officers, including special constables, have received their baton, cuff and CS training, including necessary re-qualification standards.

1.59 There is insufficient training for police staff, which is probably linked to the lack of career development opportunities.

1.60 There are currently 63 probationary constables within the BCU. All probationers have the experience of being coached by two separate tutors; one for the first five weeks in company and one for the second five weeks. Once fit for independent patrol, the probationers are posted to uniform shifts. All probationers' development is monitored through the probationary development framework (PDF). This is a bimonthly meeting, chaired by the HR manager and attended by the relevant shift inspectors and sergeants who are responsible for the day-to-day supervision of the probationers. The training sergeant also attends the PDF.

1.61 Probationary constables are monitored utilising a red, amber, green traffic light system, which is known as being 'RAGGED'. If a trainee is succeeding, and therefore assessed as green, there is no intervention from the PDF. If the trainee is showing development problems and rated as amber, the PDF will offer support to the relevant shift supervisors. If the probationer is clearly having development difficulties, and being assessed as red, then this will initiate direct intervention and

action planning by the HR manager and training sergeant. This process has shown itself to be so effective that it is now being extended to include the development of all police constables. **Her Majesty's Inspectorate of Constabulary commends this approach.**

Performance Development Review - Audit

1.62 Greater Manchester Police have a staff appraisal process for all police officers and police staff, which is known as the performance appraisal system.

1.63 The basis for the appraisal is to align individual performance and development with the corporate aims and objectives of the Force and Police Authority. It is also aligned to the aims and objectives of the BCU business plan and crime and disorder reduction strategies. In addition, the process is intended to provide for career development within a current post. The effective use of the appraisal is critical in providing a focus for staff and promoting effective learning and development.

1.64 Force policy dictates that appraisals should be conducted annually, with an interim review at six monthly intervals. The appraisal system includes chief officers. Each appraisal should contain a number of stages including a performance review of last year's priorities, objective setting, a personal development plan and a SMARTS action plan to address this year's performance priorities.

1.65 The performance appraisal system is well used and mainly enjoyed by all staff within the BCU. There was a little evidence that some police staff fail to understand the point of the appraisal system, particularly when they are satisfied with their current role and have no desire for career progression. The appraisal audit revealed timely use of the appraisal system.

1.66 The inspection team examined 50 appraisals from both police officers and police staff of different ranks and grades within the BCU. The aim of the audit is to ascertain the level of compliance with Force policy and national guidelines with regard to evidence of:

- Completion of an appraisal within the last year – this was found in all **50** of the files;
- links to business priorities through 'SMARTS' objectives – this was found in **40** files; and
- the gathering of evidence by individuals and line managers throughout the last year – this was found in **50** files.

1.67 Whilst these results were pleasing, there is still potential to improve SMARTS objectives. **Her Majesty's Inspectorate of Constabulary encourages further development of SMARTS objectives, to be more tailored and closely linked to the BCU priorities.**

Grievance Procedure

1.68 The grievance procedure is well known by all staff in the Bury BCU. They are clear and sure that if they needed to use it, they could access it through either the Force intranet or by seeking help from a supervisor. Staff are confident to go directly to members of the SMT if this action is considered appropriate. At the time of the

Inspection no grievances or employment tribunals had been registered within the last 12 months.

1.69 Staff association representatives have access to members of the SMT through an open door policy, however, this is not yet formalised other than by a regular meeting with the HR manager. There are two staff association representatives' meetings, which occur in the first week of every month. One meeting includes the inspector, sergeant and constable Federation representatives. The other meeting is with the Unison representatives and follows the same format as the Federation meeting, albeit separate.

1.70 Staff representatives often become involved in situations once they have developed or become problematic, rather than at the outset of policy formulation or decision-making. **Her Majesty's Inspectorate of Constabulary encourages the SMT to involve staff associations in decision-making, thereby ensuring they are part of the eventual solution.**

Special Constabulary and PCSOs

1.71 There are 37 special constables in the BCU and a further five special constables in the recruitment process. The special constables seen by the inspection team were positive, focused and fully integrated with their regular colleagues.

1.72 The special constables were well trained. They were particularly complimentary regarding the three weekend induction programme, which is delivered corporately. The special constables were also very satisfied with their uniform provision. **Her Majesty's Inspectorate of Constabulary welcomed the fact that all the BCU special constables were in receipt of individually tailored body armour.**

1.73 Special constables were less complimentary about the availability of pool Airwave radios. Although they were trained to use Generation II Airwave radios, they only have access to the old version radios. There are occasions when there are no radios available for the special constables' use and even when available, the batteries are not always in working order. It is understood that the special constables are due to receive Generation II radios in November 2005. **Her Majesty's Inspectorate of Constabulary encourages the BCU to make adequate provision of fully working Airwave radios to special constables.**

1.74 The deployment of special constables within the BCU is sporadic. Effective deployment is more likely to happen by chance than by good planning. This situation should improve with the delivery of the realignment project, which will place special constables, as part of the extended police family, on the newly enhanced area policing teams. **Her Majesty's Inspectorate of Constabulary will watch these developments with interest.**

1.75 There are 20 PCSOs within the BCU, with varying lengths of service from two and a half years to a few weeks. There were mixed views amongst the PCSOs regarding the quality of their uniform and training. Some PCSOs would like to be granted powers, whilst others were reluctant for this to happen. Similar to the deployment of special constables, there appears to be no consistent approach for PCSOs and the utilisation of this key resource is patchy. This will be improved with

the realignment changes and with the implementation of the corporate PCSO review. **Her Majesty's Inspectorate of Constabulary will watch these developments with interest.**

Domestic Violence

1.76 There is a good understanding amongst operational officers of the need to take positive action at incidents of domestic violence. This is managed through a formal investigation process known as '1 to 7 on the FWIN'. This is a checklist on command and control system – Force Wide Incident Number (FWIN).

1.77 The checklist dictates what information the officer should collate at an incident of domestic violence, including personal details of the victim, the perpetrator and any children involved. It also ensures that the officer explains the full circumstances, indicates whether a power of arrest exists and asks the officer to explain why an arrest has not been made. The outcome of the application of '1 to 7 on the FWIN' means that all officers know of the requirement for positive action in response to domestic violence reports. Many officers know of the requirement to investigate at scenes in order to enhance evidential opportunities and more effectively support prosecution. It was pleasing to note that cameras were consistently available and used where appropriate by officers to record evidence of injuries.

1.78 Sergeants effectively monitor this system during duty time. There is also a regular 'hot weekend' when the response to domestic violence incidents is intrusively scrutinised. This process ensures that from 7.00pm on Friday evening through to 7.00am on Monday morning, on a randomly selected weekend, the response to every domestic violence incident is thoroughly examined. This tactic is usefully employed at times of heightened vulnerability, e.g. a high profile televised football match, when alcohol fuelled violence is likely to increase.

1.79 The checklist of '1 to 7' is due to be further developed to a '1 to 10 on the FWIN'. This will further enhance GMP's approach to dealing with domestic violence. **Her Majesty's Inspectorate of Constabulary welcomes these developments.**

Part Two - Performance

Performance Management

2.1 The performance of GMP's BCUs is reviewed at Force level during the monthly GRIP (Greater Manchester review to improve performance) meetings. All chief officers, BCU and branch commanders and a range of other senior managers attend this meeting.

2.2 The assistant chief constable (territorial policing) agrees the PDR for the BCU Commander and holds regular meetings with him. The BCU is also subject to examination and visits by the Force level team that supports the GRIP process. These processes have improved performance and have brought a necessary focus on productivity and outcomes for all staff within the BCU and throughout the Force.

2.3 The whole of the GRIP process is supported by a computer based performance system known as GRIPS. This system is seen as an excellent management tool. GRIPS is supported by the OPUS computer system, which provides a range of frequently updated performance information. GRIPS has removed the need for managers to collect information on an individual basis for use at the monthly GRIP meeting.

2.4 On a monthly basis a performance bulletin is produced by corporate services. This is published during the second week of the month, allowing commanders to prepare for the GRIP meeting, which usually takes place in the last week of the month.

2.5 The inspection team did not undertake a detailed crime audit during this Inspection.

2.6 Performance is reviewed by the BCU, in liaison with their partners at strategic and tactical partnership business groups and is an issue at daily tasking meetings.

2.7 There is a strong culture of performance management throughout Bury division. This focus was evident at SMT level and well embedded throughout all ranks, including inspectors, sergeants and constables. Staff did not always like the performance culture and in some cases did not understand how their activities could impact on the division's performance. However, the BCU's priorities were universally known, in particular, the requirement for every officer to contribute towards increasing sanction detections.

2.8 There is performance data displayed throughout the BCU, which is regularly updated. The data is clear, colourful and easy to understand.

Accountability Mechanisms

2.9 There are formal accountability structures in place in the BCU. This cascades from the Force GRIP meeting through local DPRMs. The DPRM takes place monthly and follows the Force GRIP, thereby cascading performance management issues. The chief inspector (operations) has a weekly meeting on every Tuesday morning with the on-duty shift inspector and sergeants. Since there are five uniform shifts, this means that on

every fifth Tuesday, each shift gets its individual opportunity to meet with the chief inspector. Following that meeting, the chief inspector meets separately with the three area inspectors. At these mini performance meetings, performance indicators for the respective teams and individuals are scrutinised. These include quantitative indicators such as number of arrests and sanction detections.

2.10 Each team is expected to achieve a certain number of sanction detections per month:

- Shifts – 57
- Area teams – 42
- CID – 35
- Priority crime unit – 32

2.11 These formal accountability mechanisms are a key factor in the performance management culture being so well embedded within the BCU. Supervisors are keen to introduce a qualitative context when examining the quantitative indicators at their performance meetings. **Her Majesty's Inspectorate of Constabulary urges the SMT to continue to monitor this performance and to understand the data in a qualitative context.**

Performance

2.12 Crime performance for the period April 2003 to March 2004, compared to April 2004 to March 2005 and the most similar BCU family is summarised in the following table.

Figure 2: Crime performance data for Bury BCU for 2004/05				
	Performance Financial year 2004/05	% Change from same period the previous year	MSBCU group mean	MSBCU group ranked position
Recorded crime per 1,000 population	99.53	-13.56%	102.50	9
% Recorded crime detected	25.47%	1.00 p.p.	24.36%	5
% Recorded crime sanction detections	22.55%	5.56 p.p.	19.10%	2
Domestic burglaries per 1,000 households	18.12	-22.39%	16.14	12

Crime performance data for Bury BCU for 2004/05 (continued)				
% Domestic burglaries detected	12.27%	-1.11 p.p.	13.38%	9
% Domestic burglary sanction detections	11.10%	-1.31 p.p.	11.56%	10
Recorded robberies per 1,000 population	1.41	-50.00%	1.27	9
% Robberies detected	23.35%	1.95 p.p.	22.82%	8
% Recorded robberies sanction detections	21.79%	2.72 p.p.	20.51%	7
Recorded vehicle crime per 1,000 population	17.46	-15.63%	15.43	12
% Vehicle crime detected	8.28%	1.51 p.p.	8.87%	9
% Vehicle crime sanction detections	6.49%	0.59 p.p.	8.15%	10
Recorded violent crime per 1,000 population	17.69	-13.66%	19.51	4
% Violent crime detected	55.53%	-4.60 p.p.	53.23%	5
% Violent crime sanction detections	48.66%	16.44 p.p.	35.91%	1

Note: This data is not validated and therefore is only provisional.

2.13 When looking at the year to date data, the following can be noted.

2.14 Bury BCU is grouped with 14 other MSBCUs. Performance of the BCU is generally very good when compared to the performance of other GMP BCUs. However, progress can still be made when comparing Bury BCU with the MSBCU group. They have good awareness of what is required and a focus on the important areas, but there is some tension between the requirement to achieve both Force and PSA targets. There is a pride in the divisional performance, particularly robbery and burglary reductions.

2.15 Recorded crime within Bury has decreased by 13.6%. This performance ranks Bury 9th in their MSBCU group and therefore, although this is good performance, the BCU understands it can still achieve further reductions in crime. Sanction detections have increased by five percentage points. This is excellent performance positioning the BCU as 2nd in its most similar group.

2.16 Recorded domestic burglaries have reduced significantly by 22.4%, however, this still leaves the BCU as 12th in its most similar group. These successes are due to the effective deployment practices of the priority crime unit (PCU) (see paragraph 2.22). A slight decrease in detected domestic burglaries is being carefully monitored by the BCU.

2.17 Recorded robberies have reduced dramatically by 50%. This is superb performance and has also been achieved mainly by utilising the PCU and ‘Operation Rockingham.’ These excellent reductions have impacted upon the Force’s corporate performance, which is unusual for a BCU of Bury’s size and relatively low level of crime. The reductions have been accompanied by a 2.7 percentage point increase in sanction detections. At the time of the Inspection, the BCU had detected 60% of personal robberies in the year to date (April – May 2005).

2.18 Recorded vehicle crimes have decreased by 15.6% and whilst encouraging, this still leaves the BCU as 12th in the MSBCU group. This reduction is accompanied by a slight increase in detections.

2.19 Recorded violent crime has reduced by 13.6%, which places the BCU 4th in the MSBCU group. This is good performance, which is bucking the national trend. This is accompanied by an excellent 16.4 percentage point increase in sanction detections for violent crime, placing the BCU top of its MSBCU group.

2.20 When looking at the annual trend in road traffic collisions involving death or serious injury, the BCU has seen an increase in the level of road traffic collisions (RTCs) by 9.5% from 42 in 2002/03 to 46 in 2003/04. The number of RTCs per 1,000 population in 2003/04 was the lowest level in the MSBCU group.

Proactive Capability

2.21 The BCU has a PCU. This is well led and effective. It is the PCU that is largely responsible for the division’s good performance in respect of robbery and burglary reduction. The PCU is led by a detective inspector and comprises of two sergeants, 17 constables and one civilian investigator. The terms of reference of the unit are ‘to target priority crimes and offenders in relation to personal robbery, domestic burglary and vehicle crimes’. A particularly effective element of the PCU is the three targeting officers who are highly skilled in searching, and are able to undertake appropriate research, execute warrants and find the criminals quickly.

2.22 A superb example of the PCU’s focused activity is Operation Rockingham. This operation was developed after Bury BCU decided on a radical review of how it tackled street crime, and in particular ‘personal robbery’. The operation involved a review of resources, deployment strategies, funding and the analytical and intelligence functions of the Operational Policing Unit (OPU). There were daily briefings, an increase in high profile patrols, a focus on locations and known offenders and the use of a surveillance van to monitor criminals’ activities. This initiative involved partnership working and co-operation with Trading Standards. After a year, robbery had been halved and detections had doubled. The initiative has been properly evaluated and as a consequence of this operation, Bury BCU has been awarded the GMP annual ‘Problem Solving Award’ and will now be submitted as GMP’s entry to the national Home Office Tilley Awards. **Her Majesty's Inspectorate of Constabulary commends this good practice.**

2.23 Another effective approach taken by the PCU is their attitude to false reporting of robbery. The unit formally investigates the possibility of false reporting as standard practice for all robbery reports. To date several false reports have been discovered and dealt with by a variety of means, fixed penalty notices, cautions and court proceedings, for wasting police time.

2.24 The BCU has an effective source handling unit, which was established in June 2003. A detective inspector and two detective constables staff the unit. The DCs are nationally accredited at level III (advanced) and provide 24 hour cover in respect of handling of covert human intelligence sources (CHISs). There are only two active CHISs in the Bury BCU. However, the source handlers are kept busy with the 150 confidential contacts. The public of Bury are much more likely to report intelligence as a consequence of their 'moral outrage' rather than in expectation of a financial reward.

2.25 Response officers reported spending much of their time ensuring that their activity is compliant with the National Crime Recording Standards (NCRS) and coping with the associated documentation. However, this was not as onerous as is sometimes experienced elsewhere in the service. Much of the frustration usually felt by response officers, when dealing with such issues, has been alleviated at Bury. The establishment of three evaluator posts in the OPU has achieved this. These officers provide ethical advice, encouragement and support to help officers 'get it right first time'.

National Intelligence Model

2.26 The OPU provides the intelligence function for the BCU and came into being at the end of 2003. The inspection team recognise the speed at which the National Intelligence Model (NIM) has been developed in Greater Manchester Police and in Bury BCU over the last 18 months, which can explain some of the gaps that still exist in its implementation stages. The NIM is beginning to reach a level of maturity where it is driving activity within the BCU.

2.27 The BCU OPU is currently staffed with two analysts, two local intelligence officers (LIOs) and four field intelligence officers (FIOs).

2.28 The BCU staff fall into two distinct camps when describing the usefulness of the OPU. There are:

- those who understand the NIM and are satisfied with the OPU's productivity; and
- those who do not understand the NIM and are critical of the OPU.

2.29 Those who understand the NIM, and are particularly satisfied with the intelligence products, are the attendees at the tactical partnership business group, which is serviced by the OPU. Individuals who attend the daily tasking meeting are also appreciative of the OPU's role. There is evidence of specific and focused tasking. The tasks are being recorded and updated, which assists with the monitoring of problem profiles and other policing operations.

2.30 Conversely, those people who are critics of the OPU are generally individuals who do not understand the principles of the NIM processes. They are critical of the quality of the intelligence products, describe the unit as over staffed, and complain that the staff are never there when they are needed (this could well be perceived as criticism). There is no doubt that the location of the OPU within the building does not encourage staff from other roles and units to visit on an informal basis and thereby learn about the function of the OPU. This needs to be taken into consideration when locating the OPU in the new divisional headquarters. There has been some attempt to help other staff understand the role of the OPU, e.g. probationers have been encouraged to visit the OPU and source handlers have given presentations on parades. However, further work needs to be done to enhance awareness.

RECOMMENDATION 4

Her Majesty's Inspector of Constabulary recommends marketing the role of the OPU throughout the BCU, thereby ensuring greater awareness and understanding of how the National Intelligence Model can improve operational performance and delivery.

2.31 At the time of the Inspection there were no intelligence reports waiting to be processed. There were six ongoing problem profiles and 12 other operations, which may, through time and activity, develop into problem profiles. The OPU analysts conduct results analysis into the problem profiles to ensure that the learning is captured.

Briefing

2.32 Briefing and tasking patrol staff effectively, prior to their tour of duty, is crucial in respect of addressing key crime and disorder hot spots and prolific criminals within a policing area. Officers should be thoroughly briefed and then tasked to enable them to utilise any free time during their tour of duty proactively and productively.

2.33 Good practice, in relation to the environment in which officers brief, suggests that access should be controlled during briefings, so that officers have the opportunity to concentrate on the information being presented to them without interference or interruption.

2.34 Bury BCU uses the Force intranet based electronic briefing system (EBS). This is an appropriate and effective means for conducting regular briefings. However, the quality of the briefing is dependent on content.

2.35 The inspection team observed one patrol briefing during its visit.

2.36 The BCU has good briefing facilities that accord with the national briefing model. A sergeant delivered the briefing, although it is believed that this is not always the case, and that on some occasions a probationary constable delivers the briefing. This is not acceptable. **Her Majesty's Inspectorate of Constabulary suggests that the briefing is always delivered by a supervisory officer.**

2.37 There was evidence of focused tasking, which showed that the briefing was driving policing activity. However, sometimes the content of the briefing was described as repetitive, dated and having too many entries to retain all the information. The briefing is not updated for use on Sundays and Bank Holidays. **Her Majesty's Inspectorate of Constabulary urges that arrangements are made to ensure officers have an up to date briefing every day, including Sundays and Bank Holidays.**

DNA Sampling and Custody Management

2.38 DNA samples must be taken from all detainees who are charged with a recordable offence unless DNA has been previously taken and confirmed on the police national computer (PNC) database. It is essential that samples are taken where appropriate, to ensure that opportunities to gather intelligence and detect offences are maximised.

2.39 In addition, samples should not be taken where DNA has previously been confirmed since this will incur unnecessary expenditure for the Force.

2.40 The inspection team carried out checks to confirm there was a system in place for the BCU to monitor DNA sampling. The BCU has a computerised custody system, which ensures that the custody staff carry out a PNC check on the detained person. This either confirms that a DNA sample has already been obtained or instructs the custody staff to obtain a sample.

2.41 Relationships between the BCU and the local Crown Prosecution Service (CPS) are good. A joint CPS/criminal justice inspection team recently inspected the criminal justice arrangements within the division. Although the report has yet to be officially published, the verbal feedback from the Inspection was very positive. There are currently 58 people on 47(3) bail, which is a direct impact of shadow charging.

2.42 Custody waiting times in the BCU are unacceptable and at busy times can drastically reduce the availability of resources. This fact is well known to the BCU and the Force and is the subject of an ongoing 'review of custody and the investigation process' project. This project has made certain recommendations which are due to be in place by September 2005, which include:

- Looking at civilian transportation;
- considering civilianisation of the custody clerk role;
- creating divisional dedicated custody units;
- introducing an evidence review officer; and
- introducing prisoner processing units.

2.43 The chief inspector (criminal justice and partnerships) chairs a regular custody meeting, which is held every five weeks. The meeting is attended by:

- A custody officer representative;
- a patrol inspector;
- the post arrest support team leader;
- the criminal justice manager; and
- a Federation representative.

2.44 The ongoing custody developments are being monitored locally through this meeting.

Summary

2.45 Bury BCU is led by a caring and cohesive SMT. The visibility and accessibility of the SMT could be further improved by the introduction of a diarised programme of visits and contacts.

2.46 The organisational culture of the BCU is friendly and respectful with good morale and a pride in service delivery. There are many changes occurring within the BCU, in particular with regard to the realignment and reassurance projects. The proposed changes are creating confusion and uncertainty amongst staff. There is a need for greater communication within the BCU, which will be achieved through the design and implementation of a comprehensive communication strategy.

2.47 One particular area of concern, which has been raised as a health and safety issue, is the change of the radio channel arrangements. The BCU SMT is acutely aware that it needs to conduct an immediate and urgent review of the radio channel practices to ensure that the most effective and safe operational solution is adopted.

2.48 Partnership working within the BCU is becoming increasingly more effective with the introduction of the GMAC arrangements supporting multi-agency tasking and co-ordinating at both the strategic and tactical levels. There are some promising partnership initiatives.

2.49 Performance issues are seen as important in the BCU. The performance management culture is well embedded and supported by appropriate accountability mechanisms. The appraisal system is well used and would benefit from further development of the objectives being more tailored and closely linked with the BCU priorities, which are well known by all staff.

2.50 Performance is generally very good when compared to the performance of other Greater Manchester Police BCUs. However, there is still progress to be made when comparing Bury with its MSBCU group. The division has been performing excellently in reducing robberies and domestic burglaries.

2.51 The NIM is becoming increasingly embedded in the BCU, however, there is a lack of awareness in some quarters as to how it can improve operational performance. Greater marketing of the role of the OPU will improve everyone's understanding in this regard.

2.52 Overall the BCU Commander and his team should be complimented for what has been achieved to date.

Recommendations

Her Majesty's Inspector of Constabulary makes four recommendations:

1. Her Majesty's Inspector of Constabulary recommends the introduction of a diarised programme of visits and contacts that will increase the visibility, accessibility and approachability of the senior management team.

[Para 1.15 refers]

2. Her Majesty's Inspector of Constabulary recommends that the SMT designs and implements a comprehensive communication strategy that will allow all staff to have access to divisional information.

[Para 1.24 refers]

3. Her Majesty's Inspector of Constabulary recommends that the BCU SMT carry out an immediate and urgent review of the radio channel practices to ensure that the most effective and safe operational solution is adopted.

[Para 1.50 refers]

4. Her Majesty's Inspector of Constabulary recommends marketing the role of the Operational Policing Unit throughout the BCU, thereby ensuring greater awareness and understanding of how the National Intelligence Model can improve operational performance and delivery.

[Para 2.30 refers]