

**HM Inspectorate of Constabulary
Northern Regional Office**

**Follow-up/Monitoring Visit
Trafford BCU
Greater Manchester Police**

BCU Inspection Conducted - November 2003

Follow-up Visit Conducted - January 2005



Follow up/monitoring visits to inspected BCUs

Trafford BCU - Greater Manchester Police

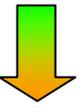
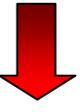
Date of Inspection	Lead Inspector on revisit	BCU Commander	Date of final report	Date of monitoring
November 2003	Superintendent Graham Meadows	Chief Superintendent Andrew Holt	March 2004	January 2005

1. *Significant Developments since the Original Inspection (e.g. boundary changes, changes to management team, increase/decrease in strength)*
 - There have been two changes to the management team since the original inspection. The BCU Commander was appointed in January 2005, with the chief inspector (operations) appointed during 2004.
 - The restructure from two sub-divisions to a unitary BCU has recently been completed.
 - The BCU is moving towards devolved budgetary arrangements from April 2005.

2. Performance

Trafford BCU has seen improvements in performance over the past year, particularly in respect of the reduction of domestic burglary and vehicle crime offences.

The following is a summary of BCU performance when compared with the most similar BCU group performance¹ for the time period April to November 2004.

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

¹ Good - Getting Better = Performing better than BCU family average and better than previous year.
 Good - Getting Worse = Performing better than BCU family average but worse than previous year.
 Poor - Getting Better = Performing worse than BCU family average but better than previous year.
 Poor - Getting Worse = Performing worse than BCU family average and worse than previous year.

Crime Performance Table compared to Most Similar BCU Group

Performance Indicator	Performance April to Nov 2003	Performance April to Nov 2004	% Change from 2003 period to 2004 period	MSBCU Group average for 2004 period	The BCUs ranked position for 2004 period
Recorded crime per 1,000 population	87.99	80.37	-8.66%	67.10	15
Recorded crime detection rate	20.15%	21.72%	1.57 p.p.	22.84%	11
Domestic burglary per 1,000 households	18.80	13.28	-29.35%	9.81	14
Domestic burglary detection rate	6.00%	9.76%	3.75 p.p.	13.37%	14
Robberies per 1,000 population	2.30	2.17	-5.94%	1.12	15
Robbery crime detection rate	10.66%	15.69%	5.03 p.p.	21.08%	13
Vehicle crimes per 1,000 population	13.08	10.28	-21.47%	9.53	10
Vehicle crime detection rate	5.63%	4.96%	-0.67 p.p.	7.62%	13
Violent crimes per 1,000 population	14.11	13.76	-2.51%	13.83	7
Violent crime detection rate	48.06%	47.13%	-0.93 p.p.	45.71%	7

Note: This data is not validated and therefore is only provisional and is out of all 15 BCUs in the most similar BCU group.

When looking at the data in the table above, the following can be noted:

- Trafford BCU is showing improved performance in the majority of the key crime indicators. Over the eight month period (April-November 2004) compared to the corresponding period for the previous year, the BCU has seen decreases in the levels of total crime, domestic burglary, robbery, vehicle crime and violent crime.
- When looking at the three year trend lines (iQuanta), it is noted the BCU has seen improvements in all key areas, excluding the 12-month violent crime detection rate which has decreased slightly.
- Detection rates remain an area of concern. The BCU has experienced improvements in the detection rates of total crime, domestic burglary and robbery. However, domestic burglary, robbery and vehicle crime are all significantly below the most similar BCU average.
- The BCU is showing positive improvements in performance. However, when compared to its most similar BCU family, further improvements are required. There is a need to maintain focus on crime reduction and to increase detection rates.

3. Inspection Recommendations

Recommendation 1	
<p><i>That the senior management team ensure that chief inspectors and inspectors are made aware of their vital role in driving performance. This group, and particularly patrol inspectors, should be provided with direction and clarity concerning their roles and leadership responsibilities. Senior management needs to ensure that inspectors have clear ownership and understanding of all BCU priorities.</i></p>	
Action taken by BCU	Measurable impact
<ul style="list-style-type: none"> • A comprehensive restructure has been conducted to remove the sub divisional structures and create a unitary BCU. The restructure included a review of the chief inspector and inspector roles and the introduction of four geographic policing areas, each area led by an inspector in charge of dedicated community officers. • The roles of the chief inspectors and inspectors have been realigned. Roles and responsibilities are reinforced in appraisals and development plans. • The BCU Commander has given leadership presentations to all inspectors and sergeants. • BCU 'Champions' have been appointed for priority crimes and their performance is reviewed at the monthly management meetings. • A review of the BCU restructure was undertaken in September 2004. This resulted in five inspectors posts being reallocated from central roles to operational roles providing each patrol section with a response inspector and a justice and performance inspector. This is intended to ensure inspectors are available to provide meaningful leadership and quality assurance as well as increased operational/PACE cover. 	<ul style="list-style-type: none"> • There remains a need to ensure the superintendents hold the chief inspectors to account in driving performance. • The inspecting ranks are clearly aware of their part in driving performance and inspectors are part of the performance management regime now in place. • The area inspectors are held accountable at monthly area performance reviews. BCU priorities are emphasised at performance reviews and management meetings. • A review of the role of operational patrol inspectors has resulted in the introduction of five justice and performance inspectors in support of the patrol inspectors. This is a recent change and at the time of the revisit there remained some uncertainty about the expected performance outcomes. It was clear however, that performance outcomes are being developed and will evolve. • Detective inspector roles have been more clearly defined. However, it was less clear that they were being held to account for performance to the same extent as their uniformed colleagues. The introduction of more precise performance measures would be useful in focussing their actions and improving performance.

Recommendation 2	
<i>That the senior management team continue to develop formalised internal communication structures within the BCU for regularly consulting staff, and to facilitate the provision of feedback and information sharing.</i>	
Action taken by BCU	Measurable impact
<ul style="list-style-type: none"> • The BCU restructure project made a number of recommendations and addressed the communication needs for the BCU. • The BCU performance management meeting involves appropriate police and police staff managers. • Performance notice boards have been located at each deployment station to highlight key information on priority crime. • A system of documented visits by the SMT members to parades and briefings was implemented in December 2004. • The BCU uses a programme of 'extended briefings' to inform staff of relevant issues. • The BCU page on the Force intranet system is used to promote current news and corporate information. 	<ul style="list-style-type: none"> • There was evidence of effective consultation processes being used during the restructure project. However, this positive approach appears to have lapsed and it was disappointing to note that since the original Inspection no formalised consultative processes have been implemented. • Although BCU staff keep themselves informed of new procedures, there is no structured approach to ensure inclusive consultation promotes engagement. The new BCU Commander has already identified a need for improvement and the inspection team were satisfied that these areas will now be addressed. • It was pleasing to note that the increased visibility of the SMT was being recognised. The recently introduced system to structured SMT visits and briefings is promising. • The use of extended briefings, particularly where attended by SMT members is a positive development. It was noted however, that these events are also used for training input which, though useful, may diminish their function within a wider approach to improve internal communication. The SMT need to ensure an appropriate balance and focus in the use of these opportunities to engage operational staff. • The intranet system was regarded as the principal and most reliable source of information by staff and was widely used. • A patrol briefing was observed during the revisit. Though the use of technical aids was appropriate, the overall content was poor and this limited the impact. It was noted that there was no regular assessment or monitoring to ensure quality in the delivery of patrol briefings.

Recommendation 3	
<i>That the senior management team, in close liaison with headquarters and in light of the ongoing National Best Value Review of Training, review all aspects of training and development on the BCU, including the feasibility of a dedicated tutor unit, to ensure a strategic focus upon training and development for personal and organisational needs and priorities.</i>	
Action taken by BCU	Measurable impact
<ul style="list-style-type: none"> • An establishment review group was introduced in April 2004. The group meets monthly under the direction of the personnel officer and focuses on key resource management issues. • The original concept of a tutor unit outlined in the restructure plan has been discontinued due to staffing and logistics issues. • A probationer development unit (PDU) was established in February 2004 with staff based at the Trafford Centre. • Greater Manchester Police have introduced the 'Step Change' programme of training for all operational officers which is corporately driven. 	<ul style="list-style-type: none"> • The establishment review group meets on a monthly basis. The meetings review postings; resource allocation; training needs; sickness absence and formal recognition of good work. The processes deployed by the group were clearly effective and the inspection team recognise the approach taken by the BCU as good practice. • The inspection team recognise the significant demands in respect of recruitment within GMP (Project 8000) and that the numbers of probationer constables have required new approaches. The PDU, introduced by the BCU has provided effective development opportunity for probationers and has contributed to servicing demands from the Trafford Centre. • The BCU are to extend these development opportunities, allowing deployment to burglary and car crime hot spot areas. Opportunities to extend attachments to the BCU post arrest support team are also being considered by the SMT. • With support from HQ training the BCU has effectively integrated delivery of training to probationer staff. The 'Step Change' programme is renewing the core skills of all officers including more experienced officers. Over the course of the revisit it was clear that a concerted approach to staff development was being deployed within the BCU.

Recommendation 4	
<p><i>The establishment of a clearly defined performance regime to be implemented within the BCU. This would require all officers to link individual performance with BCU objectives using the performance appraisal system and would be monitored through the use of carefully selected and relevant PPIs.</i></p>	
Action taken by BCU	Measurable impact
<ul style="list-style-type: none"> • The management information team provides data in relation to the performance of individuals/teams/ areas. • A performance management regime is now in place. Relief/area reviews focus on individual/team/area performance and their contribution to BCU priorities. BCU priorities are emphasised in an individual officer's performance appraisal. • All officers have their performance reviewed monthly. This is done with data provided by the management information team and assessed against targets set to address BCU objectives and priorities. This is broken down to officer, team and area level. 	<ul style="list-style-type: none"> • Chief inspectors were accountable for specific business areas but individual performance requirements were less clear and a review of their performance priorities is required (<i>see Recommendation 1</i>). • Performance monitoring is in place at BCU level and at area level for those inspectors with geographical responsibility. • This was less evident for other inspectors, including detective inspectors. The inspection team acknowledges the changes to the patrol inspector's role are recent and that clear progress has been made. (<i>see Recommendation 1</i>). • A performance culture has still to be embedded at constable level. • The BCU has undertaken creditable work to ensure the timely completion of appraisals for most staff (75% had been completed at the time of the revisit). • A universal quantitative target to achieve four sanction detections per month was in place and was being reflected in individual performance appraisal goals (it was not clear how this target had been determined). • The SMT need to reconsider the use of quantitative targets that are applied universally to all officers and to develop more realistic and role specific individual targets which are effectively reviewed and managed.

Recommendation 5	
<p><i>That the BCU put in place a comprehensive implementation plan with identified milestones and target dates for the final stages of the implementation of the National Intelligence Model within the BCU. In addition, existing operational policing units and proactive structures should be reviewed to ensure the BCU has the capacity to successfully address crime trends across the full range of Best Value performance indicator targets.</i></p>	
Action taken by BCU	Measurable impact
<ul style="list-style-type: none"> • The BCU operates a tasking and co-ordination process. Meetings are chaired by the detective chief inspector. • Target offender group meetings are held fortnightly with partner organisations. • The location and format of CID offices and the priority crime unit have been reviewed and changes implemented. 	<ul style="list-style-type: none"> • Reactive CID resources have increased since the original Inspection and officers are now co-located. Though no detailed audit was conducted it appeared that caseloads were being appropriately managed. • The BCU proactive units have been appropriately configured and were engaged in a number of initiatives at the time of the revisit. • Not all the proposals considered during the BCU's restructure project have yet been carried forward and there remains scope for continuing developments in the application of the National Intelligence Model (NIM) within the BCU. A structured approach is required and the SMT needs to ensure the necessary development is achieved. • The intelligence focus appeared to be narrowed towards priority crime issues. A broader focus is now required to ensure the appropriate balance in respect of tasking in other priority areas, i.e. anti-social behaviour hot spots. • The tasking and co-ordination meeting is chaired by the detective chief inspector. The SMT needs to ensure the meeting directs all areas of activity on the BCU and should be chaired at superintendent level. • The operational policing unit (OPU) is currently located away from the BCU HQ. This was causing a number of practical difficulties, including access to the SMT and the transmission of key documents. The present location of the unit does not readily support effective information sharing. Though accommodation is an issue this should not prevent the BCU developing effective information and intelligence structures and it is suggested that the location of the OPU is reconsidered.

4. Monitoring Assessment and Follow-up Action

Have all recommendations been accepted and acted upon?	YES
Has the remedial action/implementation plan led to demonstrable improvement?	YES
Has performance in relation to national/local targets improved? If not, are the reasons for deterioration understood and being addressed?	YES
Have any problems arisen since the first monitoring visit that 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

- The inspection team considers all the recommendations made have been or are in the process of being addressed. Performance has improved in respect of a number of key BCU priorities. With a maintained focus these improvements can be sustained.
- A number of suggestions were also made in the original Inspection report. The inspection team has examined the BCU response to these suggestions and are content that action has been taken.
- Areas highlighted for further development will be monitored through the Force Baseline Assessment process.

Graham Meadows
Lead Staff Officer