



## **Humberside Police**

### **Baseline Assessment October 2006**



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## Introduction to Baseline Assessment

Since March 2004, Her Majesty's Inspectorate of Constabulary (HMIC) has conducted a periodic, strategic-level performance review of each Home Office police force in England and Wales. For a range of policing activities, forces are assessed as delivering performance that is Excellent, Good, Fair or Poor. The process is known as baseline assessment (BA) and this report covers the assessment for the financial year 2005/06; performance outside this period is not taken into account in determining grades. The assessments focus on the high-level processes of police forces and their results. The assessments are undertaken by regional HM Inspectors, supported by experienced police officers and police staff on secondment.

BA is designed primarily as a self-assessment, with the degree of validation/reality-checking undertaken by HMIC dependent on a force's overall performance and the rigour of its internal assessment processes. It is important to recognise that BA is not a traditional inspection; rather, it helps HMIC focus its inspection effort where it is most needed. A formal statutory inspection may still be necessary where there is evidence of systemic underperformance and poor leadership.

In addition to the qualitative assessments contained in this report, force performance is also measured by a series of key quantitative indicators. The most important indicators are statutory performance indicators (SPIs), which are determined each year by the Home Secretary and which Police Authorities/forces must report to the Home Office. Examples of SPIs include crime incidence and detection rates, as well as relevant management information such as sickness absence and ethnic recruitment rates. Results for these SPIs are also graded using the Excellent, Good, Fair and Poor categories. These SPI grades are added to HMIC BA grades to provide a fuller picture of police performance; the joint results are published annually in October and can be found on the internet at [police.homeoffice.gov.uk/performance](http://police.homeoffice.gov.uk/performance)

Policing has undergone significant changes in recent years as the country adapts to new forms of terrorism and criminality. As policing is dynamic, so also must be the form of assessment. Dominating much of HMIC's recent thinking is the need for the service to modernise its workforce while providing better 'protective services', as identified in the *Closing the Gap* report published in 2005. On-site activity for the 2005/06 baseline concentrated on these areas, but could not – given ministerial priorities – ignore volume crime and the roll-out of neighbourhood policing. As forces and Police Authorities consider options for change to meet new challenges with constrained resources, a force-by-force balance sheet of strengths and areas for improvement is critical contextual information.

### Priority Frameworks

Seven BA areas were designated as priority frameworks for on-site validation, to reflect the need to improve protective services and deliver key policing objectives. These were:

- managing critical incidents and major crime;
- tackling serious and organised criminality;
- providing specialist operational support;
- strategic roads policing;
- protecting vulnerable people;
- neighbourhood policing; and

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- leadership and direction.

These areas were the key focus of on-site validation by HMIC staff; the first five can be loosely classified as protective services. Other frameworks were assessed primarily by desk-top reviews of the evidence submitted by forces, using the framework key issues and specific grading criteria (SGC) as an indicative guide.

### **Force Amalgamations**

Following the challenges highlighted with regard to protective services capability and capacity in the summer of 2005, all forces undertook significant additional work on options to 'close the gap'. The Home Secretary directed that business cases should be prepared and submitted by December 2005. The BA report thus reflects, in many of the frameworks, activity and effort to produce and assess options for change. It is vital to acknowledge the energy and commitment given to the prospect of a major restructuring of the service, which inevitably gave rise to some turbulence during this period.

At the end of July 2006, the Home Secretary indicated that the restructuring of forces would not be pursued at this time. The agenda to improve protective services is to be advanced by forces and Police Authorities through alternative means such as collaboration. Progress to 'narrow the gap' between existing capability and that which is needed will be assessed by HMIC in future inspection activity.

### **The Grading Process**

Forces have been graded for both service delivery and direction of travel. It is important to remember that, for most activities, delivery is measured through the use of most similar force (MSF) groups, whereby forces are compared with peers facing similar policing challenges. For direction of travel, the grade is awarded largely in respect of the force's own previous performance. A vital component of the grading process is SGC, which outlines, for each activity, what represents Excellent, Good, Fair and Poor levels of performance. The criteria were developed in conjunction with expert practitioners and Association of Chief Police Officers (ACPO) business/portfolio leads, who were also involved in the national moderation process to help ensure that these criteria were applied fairly and consistently.

#### ***Service delivery grade***

This grade is a reflection of the performance delivery by the force over the assessment period 1 April 2005 to 31 March 2006. One of four grades can be awarded, according to performance assessed against the SGC (see full list of SGCs [at http://inspectorates.homeoffice.gov.uk/hmic/methodologies/baseline-introduction/ba-methodology-06/?version=1](http://inspectorates.homeoffice.gov.uk/hmic/methodologies/baseline-introduction/ba-methodology-06/?version=1)).

#### ***Excellent***

This grade describes the highest level of performance in service delivery – eg top quartile, where relevant – and achieving full compliance with codes of practice or national guidance. It is expected that few forces will achieve this very high standard for a given activity. To achieve Excellent, forces are expected to have attained **all** the criteria set out in Fair and the vast majority of those set out in Good. In addition, two other factors will attract an Excellent grade:

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- The force should be recognised, or be able to act, as a 'beacon' to others, and be accepted within the service as a source of leading-edge practice. Examples where other forces have successfully imported practices would be good evidence of this.
- HMIC is committed to supporting innovative forces and we would expect Excellent forces to have introduced and evaluated new ways of improving performance.

### *Good*

Good is defined in the Collins dictionary as 'of a high quality or level' and denotes performance above the norm – in many cases, performance that is above the MSF average. To reach this standard, forces have to meet in full the criteria set out in Fair and most of the criteria set out in Good.

### *Fair*

Fair is the delivery of an acceptable level of service. To achieve a Fair grading, forces must achieve all of the significant criteria set out in the Fair SGC. HMIC would expect that, across most activities, the largest number of grades would be awarded at this level.

### *Poor*

Poor represents an unacceptable level of service. To attract this very critical grade, a force must have fallen well short of a significant number of criteria set out in the SGC for Fair. In some cases, failure to achieve a single critical criterion may alone warrant a Poor grade. Such dominant criteria will always be flagged in the SGC.

## ***Direction of Travel Grade***

This grade is a reflection of the force's change in performance between the assessment period and the previous year. For BA 2006, this is the change between the financial years 2004/05 and 2005/06. The potential grades for direction of travel are as follows.

### *Improved*

This reflects a **significant** improvement in the performance of the force.

### *Stable*

This denotes no significant change in performance.

### *Declined*

This is where there has been a significant decline in the performance of the force.

## **Good Practice**

In addition to assessing force performance, one of HMIC's key roles is to identify and share good practice within the police service. Much good practice is identified as HMIC conducts its assessments; in addition, each force is given the opportunity to submit examples of its good practice. HMIC has selected three of these examples to publish in this report. The key criteria for each example is that the work has been evaluated by the force and is easily transferable to other forces. (Each force has provided a contact name and telephone

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number, should further information be required.) HMIC has not conducted any independent evaluation of the examples of good practice provided.

### **Future HMIC Inspection Activity**

Although HMIC must continue to maintain a watching brief on all performance areas, it will become more risk-driven in its future inspection activity. Protective services will be the core of inspection programmes, tailored to capacity, capability and the likelihood of exposure to threats from organised criminality, terrorism and so on. Until its full implementation in April 2008, neighbourhood policing will also demand attention. Conversely, those areas where strong performance is signalled by SPI results, such as volume crime reduction and investigation, will receive relatively little scrutiny.

The Government has announced that, in real terms, there will be little or no growth in Police Authority/force budgets over the next three years. Forces will therefore have to maintain, and in some areas improve, performance without additional resources. This in itself creates a risk to police delivery and HMIC has therefore included a strategic financial assessment for all forces in its future inspection programme.

<b>Baseline Assessment 2006 Frameworks</b>			
<b>1 Citizen Focus (PPAF Domain A)</b>			
<b>1A Fairness and Equality in Service Delivery</b> <ul style="list-style-type: none"> <li>• Equality of service delivery</li> <li>• Community cohesion</li> <li>• Engaging with minority groups</li> <li>• Hate-crime reduction and investigation</li> </ul>	<b>1B Neighbourhood Policing and Problem Solving</b> <ul style="list-style-type: none"> <li>• Effective mechanisms for obtaining community views</li> <li>• Responding to local priorities</li> <li>• Effective interventions and problem solving with partners and communities</li> <li>• Operational activity to reassure communities</li> <li>• Use of media to market success</li> <li>• Uniformed patrol and visibility</li> <li>• Extended police family</li> <li>• Performance in reducing fear of crime</li> </ul>	<b>1C Customer Service and Accessibility</b> <ul style="list-style-type: none"> <li>• Quality of service to victims and witnesses</li> <li>• Customer care</li> <li>• Responding to customer needs</li> <li>• Accessibility of policing services</li> </ul>	<b>1D Professional Standards</b> <ul style="list-style-type: none"> <li>• Investigation of public complaints</li> <li>• Improving professional standards</li> <li>• Combating corruption and promoting ethical behaviour</li> <li>• Reducing complaints and learning lessons</li> </ul>
<b>2 Reducing Crime (PPAF Domain 1)</b>			
<b>2A Volume Crime Reduction</b> <ul style="list-style-type: none"> <li>• Crime strategy</li> <li>• Performance in reducing volume crime</li> <li>• Levels of crime compared with peers</li> <li>• Problem solving</li> <li>• National Crime Recording Standard (NCRS) compliance</li> </ul>			

<b>3 Investigating Crime (PPAF Domain 2)</b>		
<p><b>3A Managing Critical Incidents and Major Crime</b></p> <ul style="list-style-type: none"> <li>• Detection rates for murder, rape and other serious crime</li> <li>• Integration with overall crime strategy</li> <li>• Compliance with Association of Chief Police Officers (ACPO) murder manual</li> <li>• Early identification of critical incidents that may escalate into major inquiries</li> </ul>	<p><b>3B Tackling Serious and Organised Criminality</b></p> <ul style="list-style-type: none"> <li>• Crime that crosses basic command unit (BCU) and/or force boundaries</li> <li>• Support for regional intelligence and operations</li> <li>• Asset recovery (Proceeds of Crime Act – POCA)</li> <li>• Effective targeted operations</li> <li>• Quality packages with the Serious Organised Crime Agency (SOCA)</li> </ul>	<p><b>3C Volume Crime Investigation</b></p> <ul style="list-style-type: none"> <li>• Crime strategy</li> <li>• Crime recording</li> <li>• Investigative skills, eg interviewing</li> <li>• Automatic number plate recognition (ANPR)</li> <li>• Detection performance</li> </ul>
<p><b>3D Improving Forensic Performance</b></p> <ul style="list-style-type: none"> <li>• Specialist scientific support</li> <li>• Use of National Automated Fingerprint Identification System (NAFIS), DNA, etc</li> <li>• Integrated management of processes</li> <li>• Performance in forensic identification and detection</li> </ul>	<p><b>3E Criminal Justice Processes</b></p> <ul style="list-style-type: none"> <li>• Quality and timeliness of case files</li> <li>• Custody management/prisoner handing</li> <li>• Youth justice</li> <li>• Police National Computer (PNC) compliance</li> </ul>	
<b>4 Promoting Safety (PPAF Domain 3)</b>		
<p><b>4A Reducing Anti-Social Behaviour (ASB)</b></p> <ul style="list-style-type: none"> <li>• Non-crime activities of crime and disorder reduction partnerships (CDRPs) and other partnerships</li> <li>• Use of ASB legislation, tools, etc</li> </ul>	<p><b>4B Protecting Vulnerable People</b></p> <ul style="list-style-type: none"> <li>• Child abuse</li> <li>• Domestic violence</li> <li>• Multi-agency public protection arrangements (MAPPAs)/sex offender management</li> <li>• Missing persons</li> </ul>	
<b>5 Providing Assistance (PPAF Domain 4)</b>		
<p><b>5A Contact Management</b></p> <ul style="list-style-type: none"> <li>• All aspects of call handling and call management</li> <li>• Initial incident response</li> <li>• Early identification of critical incidents</li> <li>• Performance in answering and responding to public calls</li> </ul>	<p><b>5B Providing Specialist Operational Support</b></p> <ul style="list-style-type: none"> <li>• Management of central operational support</li> <li>• Police use of firearms</li> <li>• Capability for policing major events/incidents</li> </ul>	<p><b>5C Strategic Roads Policing</b></p> <ul style="list-style-type: none"> <li>• Effectiveness of arrangements for roads policing</li> <li>• Integration/support for other operational activity</li> <li>• Road safety partnerships</li> </ul>

<b>6 Resource Use (PPAF Domain B)</b>		
<b>6A Human Resource (HR) Management</b> <ul style="list-style-type: none"> <li>HR strategy and costed plan</li> <li>Key HR issues not covered in 6B or 6C</li> <li>Health and safety</li> <li>Performance in key HR indicators</li> </ul>	<b>6B Training, Development and Organisational Learning</b> <ul style="list-style-type: none"> <li>Costed training strategy and delivery plan</li> <li>Key training and development issues</li> </ul>	<b>6C Race and Diversity</b> <ul style="list-style-type: none"> <li>Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability</li> <li>Performance in meeting key targets</li> </ul>
<b>6D Managing Financial and Physical Resources</b> <ul style="list-style-type: none"> <li>Resource availability</li> <li>Effective use of resources to support front-line activity</li> <li>Devolved budgets</li> <li>Finance, estates, procurement and fleet management functions</li> <li>Demand management</li> </ul>	<b>6E Information Management</b> <ul style="list-style-type: none"> <li>Information systems/ information technology (IS/IT) strategy and its implementation</li> <li>Programme and project management</li> <li>Customer service</li> <li>Adequacy of key systems</li> <li>Business continuity/disaster recovery</li> </ul>	<b>6F National Intelligence Model (NIM)</b> <ul style="list-style-type: none"> <li>Extent to which structures, processes and products meet NIM standards</li> <li>Integration of NIM with force planning and performance management</li> <li>Use of community intelligence</li> <li>Application of NIM to non-crime areas</li> </ul>
<b>7 Leadership and Direction</b>		
<b>7A Leadership</b> <ul style="list-style-type: none"> <li>Extent to which the chief officer team is visible and dynamic, sets and upholds a vision, values and standards, promotes a learning culture, and sustains a well-motivated workforce</li> <li>Effectiveness of succession planning</li> <li>Promotion of corporacy</li> </ul>	<b>7B Performance Management and Continuous Improvement</b> <ul style="list-style-type: none"> <li>Effective performance management structures and processes at all levels</li> <li>Quality and timeliness of performance/management information</li> <li>Internal inspection/audit/ quality assurance (QA) systems</li> <li>Effectiveness of joint force/PA best value reviews (BVRs)</li> </ul>	

## Force Overview and Context

### Geographical Description of Force Area

Humberside Police covers the counties of North East Lincolnshire, North Lincolnshire and the East Riding of Yorkshire along with the urban area of Kingston-upon-Hull. This total area of 1,356 square miles centres on the Humber Estuary, serving a population of almost 900,000 residents. The number of people served by Humberside Police increases significantly when considering those visiting the area through tourism and travel. It is estimated that 1 million people a year travel to and from Europe by ferry via Kingston-upon-Hull and a further quarter of a million people on domestic and international flights from Humberside Airport. The area maintains its strong maritime heritage with the Humber ports of Immingham, Grimsby, Goole and Hull accounting for over 15% of the UK overseas trade, and handling more trade with the rest of Europe than any other British port.

### Demographic Description of Force Area

The principal conurbations are Kingston-upon-Hull, Grimsby, and Scunthorpe. The minority ethnic communities in the area were historically concentrated mainly in Kingston-upon-Hull and Scunthorpe with Chinese, Bangladeshi and Indian being the most populated. However, this has changed significantly with the arrival of communities from Eastern European states and has diversified the population mix in Humberside. There has been a concentration of these communities in all four divisions of Humberside but in particular Goole has seen the highest numbers settle. The region continues to support the dispersal of asylum seekers to Humberside, particularly into Hull and Grimsby.

### Strategic Priorities

**Priority one – incident handling:** To improve the way in which calls from the public are handled to ensure they receive a prompt response and are dealt with effectively.

**Priority two – volume crime:** To implement a system for investigating crime that ensures, when evidence exists, the offender is identified and dealt with promptly.

**Priority three – neighbourhood policing:** To provide dedicated, visible, accessible and responsive policing teams to all neighbourhoods in the Humberside policing area.

**Priority four – dealing with anti-social behaviour (ASB) and nuisance:** To increase pride and respect within neighbourhoods by dealing effectively with ASB, criminal damage and other incidents that make communities feel unsafe.

### Impact of Workforce Modernisation and Strategic Force Development

Humberside Police continually aims to recruit and train a workforce capable of meeting the ever-increasing challenges it faces. Three key strands to this programme are the need to extend the police family and to promote diversity and community involvement.

#### Extending the Police Family

*Special Constabulary* – A commitment to the Special Constabulary is demonstrated by paying a bonus which increases recruitment and aids retention.

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*Community support officers* – The force and Police Authority (PA) intend to recruit 285 police community support officers (PCSOs) in the next 18 months.

*Volunteers* – A volunteer programme has been designed to support the neighbourhood policing model.

*Conversion programme* – Support to the front line is being delivered by the sergeant replacement programme which is releasing sergeants back to front-line policing. This will be supported by a conversion programme which will see a reduction in non-operational police officer roles in order that fit and able officers can return to the front line.

*Promote diversity* – In order to create a workforce which is truly supportive of the community it serves, a number of initiatives, led by the positive action officer, are taking place which are aimed at breaking down the barriers to the recruitment of women and ethnic minority candidates. These include women-only events and 'preparation for application' days.

*Community involvement* – The delivery of probationer training through the Initial Police Learning and Development Programme (IPLDP) allows the force to firmly anchor training in communities to address their needs. This will be extended to explore ways of involving community members in the design, delivery and evaluation of all training.

## Major Achievements

Compared with the previous year, the force has achieved the following improvements in performance:

- domestic burglary per 1,000 households down by 6.0%;
- vehicle crime per 1,000 population down by 10.0%;
- robberies per 1,000 households down by 6.0%;
- violent crime per 1,000 population down by 7.0%;
- total crime per 1,000 population down by 6.0%;
- detection rate for violent crime up from 36.8% to 44.7%; and
- number of offences brought to justice (OBTJ) up by 6.0%.

The formulation of the major investigation team has seen the force's capability to respond quickly and effectively to major crime incidents greatly improved. In one month, three murder cases were heard at the crown court with sentences totalling 91 years being handed out by the judiciary. Never before have so many murderers been convicted and sentenced in such a short space of time in the Humberside area.

Implementation of the incident-handling improvement team (IHIT) project has had a significant impact on call handling and is delivering a far better quality of service to the public. Calls are managed much more effectively internally and the project is proving to be a critical success for Humberside Police.

Funding has been secured for purchasing and implementing the introduction of the Charter database for all Regulation of Investigatory Powers Act 2000 (RIPA) matters. This will allow covert human intelligence source (CHIS), directed surveillance and telecom requests to be dealt with electronically, speeding up the whole process and saving staff travelling time. Audits will be simpler and will enable enhanced profiles of CHISs as required by the

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National Intelligence Model (NIM). Another linked achievement has been the recent inspection of the force by the Office of the Surveillance Commissioners (OSC) who has given the force a very good report.

Humberside Police has initiated the formation of a multi-agency/industry, strategic-level management group to give good governance of all issues affecting the Humber ports. Below this strategic level group the force has initiated the formation of a similar tactical level management group to ensure work is carried out in support of the Police National Maritime Security Strategy, which was disseminated by the National Co-ordinator Ports Policing from the Home Office in November 2004. Humberside Police is now working with partners to ensure all security and contingency plans are complementary with the International Shipping and Port Security codes (ISPS) which came into effect in July 2004. Additionally, a multi-agency/industry group is identifying vigilance areas to ensure protection of all areas key to business.

The force's major crime unit (MCU) has run many successful operations. The results of these have included the arrest of two of the region's major drug suppliers, 96 prisoners processed for supplying Class A drugs, and a total of approximately 630 offences detected. Over £74,000 in cash, and drugs with a street value of in excess of £106,000, were also seized.

The roads crime section (RCS) has also had many successes which include 475 total arrests, 199 arrests as a direct result of automatic number plate recognition (ANPR), 258 sanctioned detections, recovered drugs to the value of £856,000 and recovered stolen property to the value of £101,000.

Humberside Police has dedicated equipment to provide safe undressing facilities for officers exiting chemical, biological, radiological and nuclear (CBRN) environments. This equipment is the only such in the Association of Chief Police Officers (ACPO) region and the force is often requested to provide it in support of other forces, such as for the G8 in Scotland. In June 2005, Humberside Police provided all the CBRN planning and all the CBRN staff to North Yorkshire Police for Royal Ascot. The force also has the following assets:

- Police Support Unit (PSU) of CBRN responders;
- One firearms team of 12 officers;
- One search team of two POLSA and eight searchers (one of only nine teams in the country);
- Three Gold commanders;
- Two Silver commanders;
- Two Bronze commanders;
- Two instructors; and
- Two support officers.

Operations planning have developed a close working relationship with the gas industry, emergency service partners, security services and the Home Office while looking at an adequate and proportionate policing response to a gas terminal complex of national significance, resulting in the production of a workable force contingency plan.

### **Major Challenges for the Future**

Call handling and response is a significant challenge and is vitally important to the force as this was the biggest single cause of concern and criticism from members of the public across the Humberside Police area last year. It is also central to the control of the sheer

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volume of work that falls to the force and that puts such pressure on those staff delivering front-line response. There is still work to be done, but there are already improvements being evidenced.

Challenges on division include increasing community engagement, improving public perception through positive marketing and using new funding to produce real results. Outside the neighbourhood agenda it is important to improve the quality of first contact with the public and to encourage them to have realistic expectations of what can be delivered.

A major challenge the force now faces is rolling out the charter database for all RIPA matters on a virtual private network (VPN) and maintaining its good reputation with the OSC. This confidential system will greatly improve business, allowing details to be sent in a more efficient, timely and secure manner.

The Humberside area receives many different minority groups of asylum seekers and refugees. Understanding and mapping all the community profiles in the police area and ensuring an effective and appropriate service delivery to these groups is a continual challenge.

The introduction of the volume crime model on 31 March 2006 presented major challenges because of the difficulties of co-ordinating such activity over a huge geographic area. However, the opportunities it creates are enormous, and significant benefits from the model in increased sanctioned detections and reducing crime are anticipated.

The full roll-out of the neighbourhood policing model in 2006 and the integration of PCSOs present the other major challenge, but once again this provides an opportunity to work more closely with local communities and to reduce the fear of crime.

<b>Summary of Judgements</b>	<b>Grade</b>	<b>Direction of Travel</b>
<b>Citizen Focus</b>		
Fairness and Equality in Service Delivery	Fair	Improved
Neighbourhood Policing and Problem Solving	Fair	Stable
Customer Service and Accessibility	Fair	Improved
Professional Standards	Poor	Not Graded
<b>Reducing Crime</b>		
Volume Crime Reduction	Poor	Improved
<b>Investigating Crime</b>		
Managing Critical Incidents and Major Crime	Fair	Stable
Tackling Serious and Organised Criminality	Fair	Stable
Volume Crime Investigation	Poor	Stable
Improving Forensic Performance	Fair	Stable
Criminal Justice Processes	Fair	Improved
<b>Promoting Safety</b>		
Reducing Anti-Social Behaviour	Fair	Improved
Protecting Vulnerable People	Fair	Stable
<b>Providing Assistance</b>		
Contact Management	Fair	Improved
Providing Specialist Operational Support	Fair	Stable
Strategic Roads Policing	Fair	Stable
<b>Resource Use</b>		
Human Resource Management	Fair	Stable
Training, Development and Organisational Learning	Fair	Improved
Race and Diversity	Fair	Improved
Managing Financial and Physical Resources	Fair	Stable
Information Management	Good	Improved
National Intelligence Model	Fair	Stable
<b>Leadership and Direction</b>		
Leadership	Fair	Not Graded
Performance Management and Continuous Improvement	Fair	Improved

## 1 Citizen Focus (Domain A)

### 1A Fairness and Equality in Service Delivery

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Improved</b>

#### National Grade Distribution

Poor	Fair	Good	Excellent
0	15	28	0

#### Contextual Factors

A substantial amount of progress has been made over the last year and plans exist for the impetus to be maintained and strengthened. The Chief Constable has taken personal responsibility for this area of work and chairs the force diversity group (FDG).

#### Strengths

- The Chief Constable chairs the FDG and leads a programme of work covering all six strands of diversity.
- A strategic document addressing diversity is in place, which embraces all branches and divisions and includes all six strands of diversity.
- The force states that a compliant race equality scheme (RES) is in place. An associated action plan and an RES manager have also been established. The FDG and the PA oversee the work.
- Equality impact assessments (EQIAs) are taking place and all policies are being reviewed by trained staff in accordance with the RES schedule.
- The estates programme has ensured that all buildings have features that assist those with disabilities, such as ramps, hearing loops and browse aloud facilities.
- Interpreter facilities through language line are available to patrolling officers, staff in custody suites and communications centres whenever required. Language line has also been developed so that non-English-speaking members of the public can access an interpreter via airwave terminals, through dual handsets in custody suites and through telephone lines in the communications centres.
- The Chief Constable has initiated and sponsored diversity training for all strategic leaders including partner agencies, eg the Crown Prosecution Service (CPS), local authorities, fire brigade, education, housing, probation, prison service and primary care trusts. A second phase of partnership training is currently being rolled out across Humberside with investment from all the partners concerned.

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- Diversity training is mainstreamed in training courses and programmes delivered by the learning and development function. Local authority colleges and external providers such as Apna Sahara and the Leeds Health Trust have delivered specific diversity training.
- The force has a diversity unit manager and an RES manager, and specialist diversity trainers have delivered training in relation to managing the RES.
- Mystery shopper exercises commissioned by the PA, involving community members, test front-counter services and the service offered by communication staff to non-English-speaking members of the public.
- A hate-crime co-ordinator has been appointed using external funding from the crime and disorder reduction partnerships (CDRPs), local criminal justice board (LCJB) and investment by the force. The role is to monitor hate crime, analyse data, liaise with victims and investigating officers and ensure that victims receive a good quality of service.
- Community cohesion officers, whose purpose is to work in partnership with local minority groups to promote trust and confidence in the police, also monitor all incidents of hate crime to ensure they are all dealt with efficiently and adequately, with reports submitted to senior management teams (SMTs).
- All investigators work through the Initial Crime Investigators' Development Programme (ICIDP) which includes elements on hate crimes and their investigative requirements.
- The True Vision scheme has been introduced to increase third-party reporting, and protocols exist with partner agencies about the reporting and investigation of hate crime.
- Independent advisory groups (IAGs) representing a broad cross section of the community exist at both force and divisional level. Divisions have regular meetings with community groups such as the communities' together panel, multi-agency refugee and asylum seeker meeting and the Hull and East Riding multi-faith forum.
- A communication strategy approved by the IAG has been developed and a press strategy embraces other forms of media such as The Voice and Eastern Eye. Audio and Braille formats of key documents are available and a newly introduced browse aloud facility exists in police stations. An internal intranet site provides information on diversity issues for all staff.
- There is a practice direction in place for dealing with reports of hate crime. All hate-crime incidents are recorded and prioritised for action. Supervisors are responsible for the investigation. Auditing of hate crime is carried out and the diversity unit and the FDG monitor data.
- Hate crime is in the force intelligence requirement under community cohesion. It is also identified and analysed in the force strategic assessment and divisional strategic assessment.

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- The number of racially and religiously aggravated offences has improved from 0.55 crimes per 1,000 population in 2004/05 to 0.47 crimes per 1,000 population in 2005/06. This is above the most similar force (MSF) group average.

**Areas for Improvement**

- The satisfaction of victims of racist incidents with the overall service received is low at 47.2% compared with the MSF group average of 70.6%. (*This is outside the expected range.*)
- The percentage of racially or religiously aggravated offences detected has improved from 28.5% in 2004/05 to 35.0% in 2005/06. This is still lower than the MSF group average of 44.0%.
- The percentage detected (by means of sanction detection) of violence against the person offences for victims of BME groups in 2005/06 was 20.8%, this being an increase of 7.4 percentage points since the previous year. The figure was, however, lower than the MSF group average of 40.7%.
- The percentage detected (by means of sanction detection) of violence against the person offences for white victims in 2005/06 was 26.2%. Although this is an increase on the previous year's performance it is still below the MSF group average of 36.1%.
- Hate-crime and satisfaction levels among BME groups need to be incorporated into the force performance management framework.
- Recommendations contained in the best value review (BVR) of hate incidents should be implemented without undue delay.

**GOOD PRACTICE**

<b>TITLE:</b> Interpretation Facility
<b>PROBLEM:</b> Difficulty for police officers to communicate with foreign language speakers
<p><b>SOLUTION:</b></p> <p>We have introduced language facilities in the following three areas:</p> <p><b>Airwave handset</b> – this has provided us with a unique opportunity, it allows our officers to access interpreters using the mobile facility on the handset and this is accompanied with a language identification card with which the member of the community can identify their spoken language. This facility can be used in individuals' homes via a free phone number, but instead an easy accessible and appropriate service from our organisation is provided. This system can also be used in patrol vehicles with hands free equipment. Humberside Police was the first Force nationally to introduce this facility on our airwave handsets.</p> <p>The command centre has been fitted with a capacity to communicate with members of the community who do not speak English; this facility operates via a three way conference facility keeping the member on line whilst accessing the language facility. If the language can not be identified by our operator a protocol has been agreed by which</p>

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the interpretation company will identify the language in real time. This process is compatible with 999 calls and those which come through via the normal switchboard process.

Dual handsets (2 phones) have been installed within our custody suite and enquiry desks across the Force area. This has allowed members of the community to access the service straight away and assisted officers to deal with the issue much more effectively and efficiently without the need for face to face interpretation.

The initial evaluation of the system has identified extensive use of the product across the Humberside area, indicating that there is a real need for this service. The service has been welcomed by community groups as a tool for improving service delivery and community confidence in Humberside police. We have also increased the confidence of our staff to engage with local communities without language being a barrier.

**OUTCOME(S):** The implementation of the interpretation facility has allowed us to monitor the changes in our communities and enabled us to identify the languages spoken in the Humberside area. For example, the facility was initially used predominately by individuals from the Kurdish, Iranian and Chinese communities this has now changed to Russian, Polish, Lithuanian and Portuguese.

We have had numerous enquiries from other Forces and agencies who wish to adopt this facility within their own organisation.

**FORCE CONTACT:** Adil Khan 01482 578250

**1B Neighbourhood Policing and Problem Solving**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Stable</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
4	18	20	1

**National Context**

Neighbourhood Policing (NHP) is a national programme and its expectations are based on national research. This framework differs from others because the grade awarded reflects the force’s ability to roll out NHP progressively, year on year, until its implementation date of April 2008. This focus on programme delivery and the need for continual improvement are reflected in the grades. Therefore, in this framework it is significantly more challenging for a force to maintain the same grade as last year.

HMIC has awarded an Improved direction of travel where forces are actively progressing implementation, have improved their performance and have allocated significant resources to deliver NHP. As a result, most forces have an Improved direction of travel. However, this assessment has also highlighted the significant demands of the NHP programme and the vulnerability of some forces that are failing to maintain the pace of implementation.

**Contextual Factors**

Humberside Police introduced a total geographic policing model some years ago. The number of officers in such a small force and other operational demands and challenges meant that this model was not sustainable. A conscious strategic decision was taken in 2004/05 to prioritise incident handling and implement the volume crime model. These two commitments have required considerable resources and will impact on the third strategic priority, neighbourhood policing, in the short term. The PA, however, has invested heavily in the estate and this, coupled with a recent decision to invest in significant numbers of PCSOs, has placed the force in a good position to develop neighbourhood policing in the medium to long term.

**Strengths**

- Neighbourhood policing is considered a mainstream policing activity by the force and is one of the three pillars of policing in Humberside. It is promoted through the force strategic plan 2005–08 under the quality of life policing banner and is one of the four priorities laid out in the 2006 policing plan together with the commitment to citizen focus.
- The neighbourhood policing model is initially being implemented in Scunthorpe Division (B) – the force pathfinder basic command unit (BCU). A structured action plan is in place and progress is evidenced. Initiation of the neighbourhood policing model has begun in the three remaining divisions. Both initiation and implementation accord with the ten neighbourhood policing practice advice principles.
- The project board is chaired by the assistant chief constable (operations) (ACC (O)) who also chairs a weekly headquarters (HQ) meeting to drive the project and

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determine corporate issues. Implementation is being formally managed through the project management structure coupled with a governance and review process.

- A formal project initiation document (PID), detailed project plan and action plan have been adopted. The plan has been drawn up in line with the PRINCE project management system and agreed with partners. It identifies all required products and actions, and ownership is allocated with targets, milestones and critical path analysis. Each BCU also has its own similar project plan.
- There is a dedicated manager for neighbourhood policing supported by the project support unit, which also monitors the programme.
- Each BCU has a champion for neighbourhood policing responsible for liaison with HQ and delivery of the model locally. They report progress against their action plan and benchmarks and milestones on a fortnightly basis.
- The pathfinder BCU is developing neighbourhood profiles in consultation with other forces, partners and members of the public. The profiles will identify and prioritise key issues and provide valuable local information. This process is being rolled out to the other BCUs.
- Communities are being informed of the names of their dedicated neighbourhood officers using a variety of methods. This has rolled out in B division and will be extended to the rest of the force.
- NIM process is being embedded into the neighbourhood policing model. Tasking mechanisms can be evidenced in all divisions where targeted resources are deployed through the tasking and co-ordination process to deal with significant neighbourhood issues.
- An integrated, multi-agency process for problem solving has been developed. B division is currently assessing this approach, which will be rolled out to the other divisions.
- Data-sharing protocols are in place and co-location with key partners facilitates the sharing of information. Work is under way to develop a data hub for data sharing between all key partners.
- Community intelligence is collected from many sources and is managed, as with all intelligence, using NIM processes.
- Structures are in place to encourage partnerships to impact on decision-making and representatives from all four local authorities sit on the neighbourhood policing and volume crime programme management stakeholder panel.
- The PA leads on community consultation and is reviewing a range of options to ensure meaningful and appropriate consultation can be undertaken without duplication. Communities will be engaged to assist in the identification of neighbourhood priorities. The force and PA have a joint community consultation strategy which includes methods to engage hard-to-reach groups.

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- The neighbourhood policing communications strategy is contained within the PID and covers both internal and external communication mechanisms. A marketing strategy for neighbourhood policing is in the process of formal ratification.
- A chief superintendent commands a HQ partnership unit to ensure corporacy in partnership structures and working arrangements.
- The human resource (HR) strategy document 'Improving Performance through People' contains information regarding performance expectations relating to PCSOs, the Special Constabulary and volunteers as well as information in relation to training the extended police family.
- All HR issues are addressed, and delivery dates are identified, within the project plan, including recruitment of neighbourhood police officers, job description and role requirements, training and support. Specific training is in place for PCSOs including inputs from key partners and attachments to partner agencies.
- The process of neighbourhood identification is ongoing in each division, and completed in B division, as per the force and divisional project plan. Once identified, a mechanism exists for the neighbourhoods to be agreed by partners ensuring joint accountability.
- An abstraction strategy, which includes a reporting mechanism to highlight breaches, is in place for the pathfinder BCU and this will be rolled out to the other divisions. There is no routine crime allocation to neighbourhood beat officers (NBOs) and very few abstractions in this division.
- B division is one of ten forces in the country taking part in the national pilot of performance indicators (PIs) for neighbourhood policing.
- The ASB strategy was developed following consultation with local authorities and CDRPs. The strategy is part of the force strategic plan and CDRP plans to deliver the Government's RESPECT agenda, and is complementary to the neighbourhood policing strategy.
- Key individual networks are being developed. All neighbourhood officers will maintain their own accessible database of key individuals for access by other partners and the force.
- There are good links with the local authorities and opportunities have been taken to secure funding in a number of areas, eg refurbishment and rebranding of a former cop shop mobile police station. Funding has also been secured from sponsorship deals, eg Newington/St Annes area redevelopment has received £400,000 over five years.
- The British Crime Survey (BCS) has found that the risk of being a victim of personal crime is 6.0%. This is below the MSF group average of 6.7%.
- The BCS has found that the risk of being a victim of household crime is 17.5%. This is below the MSF group average of 20.4%.
- The BCS has found that the perception of ASB is 14.8%. This is below the MSF group average of 17.0%.

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- The percentage satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions, (RTCs) with respect to their treatment by staff is 89.7%. This is above the MSF group average of 88.5%. (*This is outside the expected range.*)
- The percentage satisfaction of victims of domestic burglary, violent crime, vehicle crime and RTCs with respect to making contact with the police is 88.9%. This is equal to the MSF group average of 88.9%. (*This is within the expected range.*)

### **Work in Progress**

- Neighbourhood profiles are only embryonic and need to be completed as soon as possible in order to inform neighbourhood priorities and thereby better focus resources on those areas of greatest concern to the communities. A completion date of October 2006 has been set.
- Although there is positive communication with the local authorities, there needs to be a shared understanding of what constitutes community intelligence and how it should be processed. Corporate proposals are being developed which should be shared and agreed with partners and progressed as soon as possible.

### **Areas for Improvement**

- Staffing of the neighbourhood policing teams (NPTs) is heavily dependent on PCSOs and other members of the police family as actual police officer numbers are low. The conscious decision made by the force to realign resources to deal with the two priorities of incident handling and the volume crime model has resulted in a reduction in police officer numbers in identified wards and neighbourhoods. This poses a risk that the full benefits of neighbourhood policing will not be realised for some considerable time.
- With the allocation of one officer per ward, sickness, training or annual leave will impact significantly on resilience. The chief officer group (COG) need to be satisfied that the correct number of police officers are allocated to neighbourhood policing and that their distribution is based on a more refined scientific approach that takes cognisance of the demands of that particular ward or neighbourhood. It is important that the allocation of resources to neighbourhood policing is kept under review and whenever possible increased.
- Neighbourhood policing should be the central pillar of all policing activity in any force and not viewed as a 'bolt-on'. The energy of all staff should be directed to support the neighbourhood policing effort. Although the policing structure agreed in Humberside has three defined pillars, namely response, volume crime and neighbourhood, all staff should be made aware that their role in the organisation is ultimately to support the neighbourhood policing style.
- As there is no specific tenure policy for neighbourhood staff it is important the force clarifies with all staff involved the likely duration of their posting to neighbourhood teams. Consideration needs to be given to developing succession planning for neighbourhood officers.

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- There is sporadic evidence of intelligence-based deployment or tasking of neighbourhood staff in particular in relation to ASB and low-level crime. The limited number of community beat managers (CBMs) generally self-task based on local information or command and control logs send to the single point of contact mailbox for each NPT, and some tasking via the briefing and tasking system (BATS). The tasking, briefing and intelligence-based deployment of neighbourhood staff needs to be reviewed and the process refined to ensure effective use of resources.
- While analytical support for neighbourhood teams has been identified as a requirement, the recruitment and training of suitable staff needs to be progressed quickly to provide the appropriate support for each division.
- The public consider neighbourhood policing to be a significant opportunity but consultation with the local communities and involving them in the process of policing, problem solving and prioritisation has yet to be embedded in each neighbourhood.
- A proactive approach should be taken to promoting both neighbourhood policing and good news stories at both force and divisional level, exploring every available avenue to promote both the concept and the identification of their neighbourhood teams.
- The performance management framework for NPTs is limited, and while there are personal development review (PDR) objectives, these are generic and, in many cases, of little value. Neighbourhood teams need to be held to account through both PIs and the tasking system. A suite of indicators for neighbourhood staff needs to be developed.
- Problem solving is not embedded in the working culture of the organisation. Training for neighbourhood beat managers (NBMs) in particular needs to be progressed, possibly using web-based technology. There is also an absence of corporate guidance on effective problem solving in a multi-agency context and on the identification of best practice both locally and nationally. The provision of a dedicated resource to co-ordinate this function is advocated.
- The model for neighbourhood teams in Humberside is a small core of officers with members of the policing family forming the bulk of the team. It is imperative that officers, who undertake such a semi-supervisory function with police staff, understand and are trained in issues specifically relating to police staff including HR, performance management, race and diversity and the working time directive. A corporate training package needs to be developed and delivered as soon as possible to address these areas.
- There is no corporate process or guidance for the selection of neighbourhood staff. Each division has developed its own approach. This has led to significant variation, with some interviewing while others post those officers on light duties. The selection process for neighbourhood staff should be revisited and either a corporate model adopted or clear corporate guidelines issued.
- Direction and training for NPTs varies by division. Some officers, have received general direction about their role, others have not. There has been no formal programme of training to ensure that officers have the knowledge and skills to carry out their roles effectively.

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- The percentage satisfaction of victims of domestic burglary, violent crime, vehicle crime and RTCs with respect to action taken by the police is 74.9%. This is below the MSF group average of 78.1%. (*This is outside the expected range.*)
- The percentage satisfaction of victims of domestic burglary, violent crime, vehicle crime and RTCs with respect to being kept informed of progress is 57.2%. This is slightly below the MSF group average of 58.8%. (*This is within the expected range.*)
- The percentage satisfaction of victims of domestic burglary, violent crime, vehicle crime and RTCs with respect to the overall service provided is 76.5%. This is below the MSF group average of 79.1%. (*This is outside the expected range.*)
- The BCS found that the percentage of people who feel the police do a good job in Humberside is 39.6%. This is below the MSF group average of 46.3%.

**1C Customer Service and Accessibility**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Improved</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
0	19	22	2

**Contextual Factors**

The force has good support from the PA in the delivery of consultation and satisfaction surveys and the methodology adopted has attracted praise from the PSU. The force is embracing quality of service and there have been significant improvements year on year in many areas of customer satisfaction.

**Strengths**

- The methodology adopted by the force for undertaking user-satisfaction surveys was rated as Excellent by the PSU in an audit undertaken in November 2005.
- The deputy chief constable (DCC) chairs a steering group to drive the quality of service commitment (QoSC) and the force citizen focus agenda. This group oversees the delivery of the QoSc implementation plan and those projects delivering QoSC products. The steering group is a partnership between the force and the PA. It has adopted a 'whole system' approach to implementation, through a multi-disciplinary membership.
- The plan and projects are part of the force business change programme. The implementation plan is project managed, a risk register is maintained, and risks considered at every steering group meeting.
- There are 38 police bases situated at the heart of local communities and six under construction/in preparation. All new buildings are compliant with the Disability Discrimination Act (DDA) for both staff and members of the public. All enquiry desks have wheelchair access, interpreter services via dual handsets and hearing loops.
- To help understand and meet customer needs, command centre staff are trained both to meet the National Call-Handling Standards (NCHS) and also in the psychology of telephone communication. The training of customer service crime centre (CSCC) staff who are normally the first point of contact for victims is specifically geared to meet the needs of victims, as well as providing a professional service for recording crime and identifying relevant evidence.
- Quality assurance (QA) dip sampling measures service quality in customer contact centres. Regular audits, carried out with the PA, ensure compliance with the National Crime Recording Standard (NCRS) and National Standards for Incident Reporting (NSIR).

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- Victims and witnesses are supported through the whole judicial process through a witness liaison unit and in partnership with the CPS, victim support service (VSS) and victim liaison services.
- There is engagement with the European Centre for Business Excellence, in a benchmarking exercise to identify how best to achieve and maintain high levels of customer service and satisfaction. The results will determine how best to communicate QoSC to staff, and develop training programmes and recruitment processes.
- The force has implemented the Victims' Code and has reviewed and amended all relevant practice directions to ensure compliance.
- A range of marketing approaches and both formal and informal briefings have been used to promulgate the QoSC and ensure the commitment of staff.
- Working in partnership with the CPS, a witness care unit (WCU), which updates victims and witnesses on the progress of cases through the courts system, has been established and is fully compliant with the No Witness, No Justice standards. Funding has been obtained to expand this unit by an additional eight staff and supporting information technology (IT) infrastructure. Support for child witnesses is provided through the inter-agency young witness service.
- In response to feedback from victims of domestic violence (DV), one division established a multi-agency DV team comprising police officers, social workers, health professionals and support staff. The team provides a total care package for victims, supporting them from the initial report through to court proceedings and has produced marked improvements in both services to victims and conviction rates.
- A range of consultation processes, some of which are undertaken by the PA, are adopted including public opinion surveys, focus groups, thematic panel meetings and mystery shopper exercises to determine customer feedback. Results are analysed by the performance development unit (PDU). Positive feedback is broadcast internally in the Chief Constable's message and/or the force newspaper; negative feedback is subject of an action plan overseen by the DCC.
- Public service desks, which are single points of contact for service users seeking advice or assistance, have been introduced to provide enhanced levels of service.
- BCUs receive detailed, local, customer service feedback from an independent research company detailing trends and performance in service provision. BCUs also receive feedback from the PA in respect of the customer survey programme. This informs the local decision-making processes.
- The percentage satisfaction of victims of domestic burglary, violent crime, vehicle crime and RTCs with respect to their treatment by staff is 89.7%. This is above the MSF group average of 88.5%. (*This is outside the expected range.*)
- The percentage satisfaction of victims of domestic burglary, violent crime, vehicle crime and RTCs with respect to making contact with the police is 88.9%. This is equal to the MSF group average of 88.9%. (*This is within the expected range.*)

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### Work in Progress

- The quality of service implementation plan should continue to be driven to ensure compliance by November 2006. Specific focus should be on implementing the communication plan, training plan and policy development work to ensure that the force complies with the standard. The COG needs to maintain its oversight role of this key area.

### Areas for Improvement

- It is important that the change in procedures brought about by the implementation of the volume crime model does not detract from the commitment to keep witnesses and victims of crime appropriately updated. Compliance with the Victims' Code is monitored through meetings chaired by the DCC: this should continue.
- While the force has marketed the QoSC to staff on the importance of performance and standards, the commitment to provide a high quality of service to the public should be reinforced. First line managers and supervisors should identify unsatisfactory performance in this area and promptly take appropriate steps to address issues when they are highlighted. Similarly, good practice identified at operational level should be shared with the organisation.
- While the force is on track to achieving compliance with the Code of Practice for Victims of Crime, a comprehensive training and awareness schedule should be developed and implemented to ensure that police officers and staff understand their responsibilities for customers and users under the code. In addition, local policing summaries should be produced and circulated to local communities to identify how to access policing services.
- The percentage satisfaction of victims of racist incidents with the overall service received is low at 47.2% compared with the MSF group average of 70.6%. (*This is outside the expected range.*)
- The percentage satisfaction of victims of domestic burglary, violent crime, vehicle crime and RTCs with respect to action taken by the police is 74.9%. This is below the MSF group average of 78.1%. (*This is outside the expected range.*)
- The percentage satisfaction of victims of domestic burglary, violent crime, vehicle crime and RTCs with respect to being kept informed of progress is 57.2%. This is slightly below the MSF group average of 58.8%. (*This is within the expected range.*)
- The percentage satisfaction of victims of domestic burglary, violent crime, vehicle crime and RTCs with respect to the overall service provided is 76.5% this is below the MSF group average of 79.1%. (*This is outside the expected range.*)

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**1D Professional Standards**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Poor</b>	<b>Not Graded</b>

**National Grade Distribution**

<b>Poor</b>	<b>Fair</b>	<b>Good</b>	<b>Excellent</b>
<b>2</b>	<b>16</b>	<b>25</b>	<b>0</b>

**National Position**

In view of the recent focused inspection activity of professional standards departments across the country, the grade allocated in the national moderation process and publication of the reports in January 2006 will be applied for the purposes of baseline assessment.

The inspections were conducted using a substantial framework of questions under EFQM4 (European Foundation for Quality Management) headings. This framework of questions was forwarded to forces in line with normal baseline methodology, requesting self-assessment and submission of relevant evidence and supporting documentation. This material was then analysed and followed by HMIC inspection teams visiting forces to carry out validation checks and supplementary interviews of key staff and stakeholders. The baseline inspection reports include recommendations as well as areas identified for improvement.

Evidence was gathered, consolidated and reported upon in individual force baseline assessment reports which can be found on the HMIC website:

[http://inspectors.homeoffice.gov.uk/hmic/inspect\\_reports1/baseline-assessments.html](http://inspectors.homeoffice.gov.uk/hmic/inspect_reports1/baseline-assessments.html)

## 2 Reducing Crime (Domain 1)

### 2A Volume Crime Reduction

<b>Grade</b>	<b>Direction of Travel</b>
<b>Poor</b>	<b>Improved</b>

#### National Grade Distribution

<b>Poor</b>	<b>Fair</b>	<b>Good</b>	<b>Excellent</b>
<b>1</b>	<b>18</b>	<b>20</b>	<b>4</b>

#### Contextual Factors

There have been some significant improvements in key areas of this domain; however, it remains a challenge for the force to bridge the gap with its MSF group. The recent introduction of the volume crime model, when bedded in, and closer partnership working should both assist in delivering improvements in this area. The PA takes an active role in monitoring performance in this area.

#### Strengths

- The ACC (O) is the chief officer lead on volume crime, supported by a detective superintendent as force champion in this area. Performance is monitored on a daily basis and through regular performance meetings with BCU commanders.
- There is an integrated crime strategy (ICS) which includes the key elements of the volume crime model and a comprehensive guide to crime reduction and links to national best practice including burglary, violent crime and robbery. The volume crime model has now been implemented across the force.
- The chief officer group recognises the value of close partnership working and has been active in its development both within Humberside and within the region. A partnership unit has been created to support the senior officer responsible for partnership and community safety issues and a force partnership strategy is in place.
- Relationships with CDRPs are good, with BCU commanders undertaking the role of chair or vice-chair. They are supported by divisional resources and keep an overview of multi-agency problem-solving initiatives including work to reduce violence and specifically alcohol-related violence. CDRP members and neighbourhood watch groups attend tactical tasking and co-ordination group (TTCG) meetings, and CDRP members are also involved in preventative work in areas such as ASB, vehicle crime and criminal damage. The PA is encouraging joint tasking with CDRPs.
- Processes to evaluate the results of crime reduction initiatives are in place across the force. They are often undertaken through the CDRP arrangements, and results reported to the PA.
- The force is compliant with the NCRS. In a recent inspection the force received Good for managing data and Excellent for data collection. The rigorous approach to

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crime recording is driven through the force crime registrar and dedicated decision makers in each division. The PA works closely with the force in relation to NCRS data, undertaking joint inspections.

- All areas of crime are addressed within the six-monthly strategic assessments at force and divisional levels, while volume crime features heavily in divisional control strategies and activity is driven through both TTCG meetings and daily management meetings. Volume crime issues are also raised at the force TTCG as emerging threats and appropriate corporate activity is initiated, supported by HQ departments or other divisions, eg Operation Target, a volume crime enforcement initiative.
- Analytical capability within divisions is aimed primarily at volume crime, through which NIM-based target and problem profiles are created that direct resources and identify relevant prevention, intelligence development and enforcement action.
- A recent COG decision has strengthened the performance management arrangements, with the DCC taking the lead for performance issues. The DCC will hold monthly performance meetings with the ACC (O) and the ACC (operations support (OS)), divisional commanders, head of operations and head of the crime management branch. These are to be supplemented by daily monitoring of performance by the ACC (O).
- The BCS has found that the public's perceived risk of being a victim of personal crime is 6.0%. This is below the MSF group average of 6.7%.
- The BCS has found that the public's perceived risk of being a victim of household crime is 17.5%. This is below the MSF group average of 20.4%.

### **Areas for Improvement**

- There remain opportunities for improvement in relation to data sharing with CDRP partners. Currently the information provided is historic and provided as an extract from the force crime system; up-to-date data is not available.
- The force needs to ensure that there are effective data-sharing protocols in place to cover the transfer of essential information at neighbourhood level and that officers and staff working on neighbourhoods are aware of their responsibilities under the Data Protection Act.
- Evidence indicates that in some parts of Humberside, although dialogue has taken place, the willingness to actively commit time and resources to multi-agency efforts to reduce crime is variable. The force should continue to proactively drive the development of partnership work with local authorities, CDRPs and other strategic partners. Dialogue should continue with chief executives with the aim of advancing agreed common objectives, strategies and a commitment to deliver improvement crime reduction.
- There is a lack of a comprehensive understanding of the nature of violent crime. The force would benefit from comprehensive research to fully understand the nature and contributory factors leading to the high levels of violent crime.

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- The number of domestic burglaries per 1,000 households in 2005/06 was 20.85 per 1,000, 6% lower than the same period in 2004/05. The latest data for the period January to March 2006 indicates a figure of 4.49 crimes per 1,000 households; this is above the MSF group average of 3.24 crimes per 1,000 households.
- The number of violent crimes per 1,000 population during 2005/06 was 28.30, 7% lower than the same period in 2004/05. The latest data for the period January to March 2006 indicates a figure of 6.62 crimes per 1,000 population; this is still above the MSF group average of 5.09.
- The number of robberies per 1,000 population during 2005/06 was 1.34 which is 6% lower than the same period in 2004/05. The latest data for the period January to March 2006 indicates a figure of 0.34 crimes per 1,000 population; this is above the MSF group average of 0.21 crimes per 1,000 residents.
- The number of vehicle crimes per 1,000 population during 2005/06 was 17.58. This is 10% lower than the same period in 2004/05. The latest data for the period January to March 2006 indicates a figure of 4.15 crimes per 1,000 residents this is still above the MSF group average of 4.00.
- Total crime at 130.82 offences per 1,000 population for 2005/06 is 6% lower than when compared with the same period 2004/05. The latest data for the period January to March 2006 indicates a figure of 31.84 crimes per 1,000 population. This is above the MSF group average of 26.41 crimes per 1,000 population.

### 3 Investigating Crime (Domain 2)

#### 3A Managing Critical Incidents and Major Crime

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Stable</b>

#### National Grade Distribution

<b>Poor</b>	<b>Fair</b>	<b>Good</b>	<b>Excellent</b>
5	17	17	4

#### Contextual Factors

It is vitally important for forces to identify and if possible prevent serious events happening by having effective processes and systems in place to take early action whenever possible. It is also essential that should a major crime occur, the force has the capability and capacity to investigate that crime and bring offenders to justice. It is always difficult for smaller forces to dedicate sufficient resources to this area of work, but Humberside has committed significant resources to this area.

#### Strengths

##### **Critical Incidents**

- The national definition for identifying a critical incident has been adopted by the force. The definition is used by command centre staff and training has been given to supervisors in what action to take.
- The force strategic assessment provides analysis of all crime types including serious and organised crime threats, gun crime and threats to specific communities, and it identifies emerging issues and threats.
- CDRP analysts have access to all community demographic and socioeconomic data and compile profiles for use in both police and partnership operations that accurately reflect the risks to communities and the threats posed by them. They also contribute to the force strategic assessment.
- Community intelligence is recorded under a number of subheadings on the main intelligence system and all officers are encouraged to submit relevant intelligence; this includes prison liaison officers who make regular submissions.
- There is clear evidence of intelligence-led contingency planning across the force area and of effective inter-agency information sharing between the police and other local agencies and in respect of specific hazardous sites.
- Any critical incident and all other incidents with intelligence value are tagged to aid retrieval. Force intelligence bureau (FIB) staff perform daily searches of the command and control system to extract intelligence relating to critical incidents which is then assessed and entered into the NIM intelligence process.

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- Staff in FIB regularly scan the internet when developing target and problem profiles, and FIB analysts also routinely scan Home Office sites during the production of the strategic assessment. Open source material is also researched.
- Contingency plans connected to all crime types including spontaneous public order exist, and are readily accessible via the force intranet. The process for response in the event of a major or critical incident is well rehearsed and facilitates the rapid deployment of staff.
- IAGs are regularly consulted on incidents at both a strategic and tactical level. Divisional IAGs have been utilised in respect of the impact locally, while the force IAG has been consulted on a regular basis regarding potential or ongoing critical incidents.
- A risk management strategy is in existence. This sets out clearly the roles and responsibilities in managing and escalating risks, and places a structure around the management of risks. A force risk register is maintained and is reviewed at the force audit board and more frequently in dynamic circumstances. Archiving of the force risk register provides a corporate memory of how matters were managed to ensure that lessons are learnt.
- The force duty officer (FDO) is the key post that would spot potential critical incidents and would initiate the formal decision-making process. At a tactical level all high risk missing persons are subject to regular review by a senior divisional detective.
- Two persons within Special Branch have responsibility for visiting high-profile and vulnerable sites and providing security advice.
- HR and integrity strategies are fully integrated within the organisational culture. Confidential reporting procedures are in place and there is a well-developed grievance procedure.
- There is a series of practice directions specific to certain areas of firearms, which are reviewed yearly or as required. There is a written policy on critical incidents, which includes definitions, roles and responsibilities.
- All BCUs have a duty detective inspector system that provides cover for seven days. There is also a night rota, staffed by a detective inspector (DI) who covers major crime across the force for seven nights. This is a well-rehearsed process, and in the event of a major or critical incident, facilitates the rapid deployment of appropriately trained staff. There is also a similar process for firearms incident commanders (FICs), including provision of a dedicated force command vehicle and tactics advisers (TACADs). Sufficient firearms assets are available for the full range of tactical options 24 hours a day.
- The inception of dedicated major incident teams (MITs) has enhanced the response to a breaking major incident. Investigation has been consolidated and guaranteed, thus maximising the 'golden hour'. The use of staff from divisions and other branches or departments has virtually ceased.
- Relevant staff have received national accredited training, while specialist training on crimes in action has been undertaken by specific senior investigating officers (SIOs).

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Relevant MIT staff have received specialist interview training and all major incident room (MIR) staff are trained in MIR standardised administrative procedures (MIRSAP) processes and are supported by a dedicated manager.

- There is a written policy on community impact assessments (CIAs) which are systematically undertaken. All CIAs are processed in the MIR in accordance with MIRSAP.
- The force has adequate firearms assets. Some 105 authorised firearms officers (AFOs) provide the force response. They are all trained to 'team' standard and shoot to 80% in qualification shoots. Two force armed response vehicles (ARVs) provide 24/7 cover. To support the ARVs out of core hours there are eight divisional operational support section officers on duty or on call.

### **Major Crime**

- All crime types, including those that pose a significant threat to life, are analysed as part of the six-monthly strategic assessments at levels 1 and 2. The force strategic assessment contains details of minority ethnic communities in the force area and patterns of organised criminality within these communities are highlighted.
- Intelligence is available from all force systems and national systems for the purposes of major crime investigation. The main force systems share a single database and searching routine, and data from those systems and other key systems is fed into a force data warehouse making it available for advanced searching. Staff within the MITs are trained in the use of all systems including the data warehouse.
- Intelligence sharing between systems within the organisation does not rely upon memorandums of understanding (MOUs), although these are in place with key external agencies with whom intelligence is shared. The force has intelligence-sharing arrangements with South Yorkshire Police, with each force being able to interrogate each other's intelligence system.
- The force has a dedicated MIT consisting of 105 full-time posts, which was set by looking at historical demand. The intention was for the unit to be self-sufficient. To date it has met all the demands without the need for abstractions from BCUs.
- Force policy states that at an early stage in major investigations and other policing operations an assessment should be conducted to assess factors that may impact upon community tranquillity. The CIA is one method used by the force to predict tensions which may arise, and any assessment must be categorised as high, medium or low. This is reinforced on the Home Office Large Major Enquiry System (HOLMES) with an action for the SIO to consider the use of CIA at the start of each incident.
- IAGs are in place in all divisions and at force level and are consulted in relation to policy changes and help with the formulation of CIAs. They are also members of critical incident Gold groups and an innovative step is critical incident training for IAG members.
- Trends relating to dangerous offenders are closely monitored and there is a robust system of offender management.

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- Level 2 and 3 tasking via the force TTCG has demonstrated an ability to tackle major criminality across borders in collaboration with other forces and also across frontiers in collaboration with HM Revenue and Customs and our European partners.
- A written review policy for live and cold cases, which includes external scrutiny and mechanisms for dealing with the findings of all types of review, is in existence. A number of cases have been subject to independent external reviews and the findings acted upon. There is also evidence of the organisation learning from previous investigations and incidents.
- A practice direction on Osman warnings is published on the force intranet and Osman warnings are understood, actioned when necessary and recorded in policy books.
- The force has established a witness protection team, with officers being trained on the national witness protection training. A risk-assessment process is in place.
- There is sufficient resource and experience available in force to cater for all eventualities to date, and external specialists these specialists are perceived as a vital and integral part of force business.
- The covert standards section of the call-management bureau (CMB) is utilised as a source of expertise and ensures that RIPA is adhered to for internal investigations.
- Life-threatening crime and gun crime for the period 2005/06 was 0.48 offences per 1,000 population, this is 23% lower than the same period in 2004/05. This is below the MSF group average of 0.69.

### **Areas for Improvement**

- There are no formal indicators that are monitored to assess harm or potential harm resulting from preventative and enforcement activity undertaken in communities. Community tension needs to be monitored with effective methods in place to pick up early indicators of concern or signal crimes, which could prompt an early response.
- The reassignment of skilled investigators to the force MITs is a significant investment, and the force needs to be satisfied that the balance of resources between this area and other key areas, in particular volume crime investigation, is appropriate.
- An understanding of what constitutes community intelligence and how it should be recorded, assessed and developed is limited. As neighbourhood policing develops so the flow of community intelligence will increase but the force needs to be in a position to identify, collate, assess and action such intelligence. The force should consider the introduction of a community intelligence function within the divisional intelligence units. Staff should also be briefed more effectively as to what constitutes community intelligence.

**3B Tackling Serious and Organised Criminality**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Stable</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
7	21	13	2

**Contextual Factors**

Tackling serious and organised crime either nationally, across force borders or within the force boundary does not often impact significantly on performance data, but the impact on the fabric of society if not tackled can be immense. It is essential therefore that all forces take this area of work seriously and allocate sufficient resources to make a significant impact on criminal networks.

**Strengths**

- The ACC (OS) is the chief officer lead for level 2 crime, NIM and the force champion for the Proceeds of Crime Act (POCA). He is involved on a national level with the ACPO terrorism and allied matters business area as the regional representative for the North East.
- The force strategic assessment provides extensive analysis regarding the threat from organised crime including drugs, money laundering, financial and organised illegal immigration. Criminal networks are identified and market profiles have been compiled.
- The force control strategy specifically targets level 2 criminality, and organised and serious crime features in the policing plan for 2005–08.
- The intelligence requirement contained within the strategic assessment identifies both force and divisional level issues. The force tactical assessment identifies emerging threats for the development of target and problem profiles in order to facilitate enforcement activity.
- Future threats and risks are considered at all levels. The analytical products generated at each level include intelligence collection plans, and all of the intelligence in support of products, emerging threats or risks and ongoing operations is collected within the force intelligence system (FIS).
- The force has good working relationships and intelligence-sharing links with the National Criminal Intelligence Service (NCIS), the National Crime Squad (NCS) and the newly emerging Serious Organised Crime Agency SOCA.

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- Inter-agency working, both intelligence sharing and joint operations, takes place between the force and partners such as HM Customs, the Department for Work and Pensions and the UK Immigration Service as well as other forces. Significant evidence of joint working across a range of criminality exists.
- The recently formed MITs provide resources to tackle level 2 and 3 criminality with sufficient people in place with the necessary skills, experience and training to undertake the tasks allocated to them via force tasking. The MCU incorporates a serious crime section with its own surveillance capability and a separate dedicated surveillance section. There is an in-house training regime which ensures that appropriate training is delivered not only to existing surveillance-trained staff but also that accreditation is maintained by former members. This ensures that sufficient resilience exists for all level 2 and 3 operations and any regional commitments.
- The force has several specialist crime areas: fraud, financial investigation, hi-tech crime, MCU, forensic investigation and special operations. In order to meet extraordinary demand, the force maintains resources within other branches and divisions, which could be called upon as required. To this end the force has comprehensive training regimes to ensure the force retains the skills of divisional officers that are trained in specialist roles, and they maintain their accreditation on an annual basis.
- The head of the criminal investigation department (CID) attends the regional TTCG and is able to commit resources if required.
- The force takes the lead regionally in respect of organised vehicle crime. The director of intelligence represents the force at the regional intelligence group (RIG) and the head of CID is a member of the regional TTCG. Through these processes the force contributes to and influences the contents of the regional control strategy.
- There is good evidence of joint, cross-border and multi-agency operations both covert and overt to disrupt serious and organised crime.
- Each operation conducted by the MCU is subject to monthly review by the head of the unit. The MCU maintains a case policy and progress document in respect of every ongoing operation. All operations are debriefed in accordance with covert law enforcement management best practice. The results of this process are shared with all interested partners and agencies such as HMIC and NCIS.
- The importance of POCA is recognised, and relevant strategies are incorporated into every level 2 operation and are considered on most level 1 operations. Regular joint POCA meetings take place between the police and the CPS to maximise POCA opportunities and encourage good practice. Force and divisional targets have been set which will increase the use of powers to charge money laundering. Suspect activity reports (SARs) have been used to identify suitable money-laundering targets.
- The force has a well-staffed economic crime section managed by a DI and additional staff have been deployed to investigate money laundering. Effective use has also been made of the Government's Incentivisation Scheme, which has been used to recruit two new financial investigators.
- The professional standards branch conducts a regular anti-corruption risk assessment through which any issues regarding security or integrity are highlighted.

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This process is overseen by the professional standards board and any issues actioned. A specific security officer is appointed on each MCU operation; this individual is responsible for all operational security and integrity issues in respect of that operation.

- A practice direction, Threats to Human Life – OSMAN Warning, is published on the force intranet site and accessible to all staff. Osman warnings are understood and recorded appropriately within policy documents whenever used or considered.
- Life-threatening crime and gun crime for the period 2005/06 was 0.48 offences per 1,000 population, this is 23% lower than the same period in 2004/05. This is below the MSF group average of 0.69.
- The percentage detected trafficking in controlled drugs in 2005/06 was 93.6% compared with the MSF group average of 89.7%.

### **Work in Progress**

- Work is ongoing to strengthen the force approach to information leakage and integrity issues. The force has commissioned a risk assessment to identify any potential threats, which will be finalised in September 2006 and submitted to the professional standards board. It is imperative the force remains vigilant in the interim to minimise the potential risk from serious and organised crime and ensure that all staff new to the organisation are aware of their potential vulnerability to corrupt approaches from internal or external sources.

### **Areas for Improvement**

- The force should continue to develop its performance framework in respect of serious and organised crime and expand on basic information currently captured. Comprehensive measures are not currently in place to relate cost, inputs and outputs to goals and targets.
- Further work is necessary in respect of the evaluation of operations in order that the learning can be distilled for future effectiveness. Similarly, learning should be drawn from the debriefing of key operations.
- There is limited IT interoperability with regard to the sharing of intelligence between neighbouring forces, and as a result the force can not interrogate neighbouring intelligence systems.
- The force should put in place a detailed action plan to drive progress on the areas for improvement identified in the 2005 baseline assessment, some of which are still outstanding.
- The force should be cognisant of the potential increased vulnerability to corruption, information and intelligence leakage from an increase in the policing family. The force needs to ensure that effective safeguards are in place to protect both the integrity of its intelligence, IT and crime systems.

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- Violent crime at 28.30 crimes per 1,000 population in 2005/06 was 7% lower than the same period in 2004/05. The latest data for the period January to March 2006 indicates a figure of 6.62 crimes per 1,000 population: this is above the MSF group average of 5.09 crimes per 1,000 residents.
- Offences of trafficking in controlled drugs were 0.73 crimes per 1,000 population in 2005/06: this was 10% lower than the same period in 2004/05. The latest data for January to March 2006 indicates a figure of 0.41 offences per 1,000 population, which is above the MSF group average of 0.16.

**3C Volume Crime Investigation**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Poor</b>	<b>Stable</b>

**National Grade Distribution**

<b>Poor</b>	<b>Fair</b>	<b>Good</b>	<b>Excellent</b>
<b>3</b>	<b>20</b>	<b>16</b>	<b>4</b>

**Contextual Factors**

Volume crime investigation remains a significant area of concern for the force: however, the recent introduction of the volume crime model at the end of 2005/06 and a greater focus on this area of work has started to realise some encouraging performance improvements. However, the force recognises that additional effort is necessary to achieve a comparable status with the MSF group average across key crime areas.

**Strengths**

- The ACC (O) is the active chief officer lead for volume crime investigation and has lead on the implementation of the volume crime model.
- The force ICS links to other policies covering crime reporting, recording, crime scene attendance by officers and crime scene investigators (CSIs).
- Minimum standards of crime investigation for volume crime are identified within the volume crime model and the ICS. They are promulgated through both CID and probationer training.
- Divisions have a minimum of one senior analyst and one analyst who are responsible for volume crime analysis. They work closely with the analysts in CDRPs who have been trained by the force to the same standard.
- Target and problem profiles are commissioned by the tasking and co-ordination group (TCG) and produced by local intelligence units, and there is evidence of resources being deployed successfully in targeted enforcement.
- Strong partnership working arrangements are in place in each division with the provision of resources by divisions to support the key CDRP functions. The PA is actively seeking to promote more joint working and development of best practice.
- The force was subject to a Police National Computer (PNC) compliance inspection last year and received a grading of Fair. An action plan has been drawn up and the PNC steering group is monitoring implementation.
- All divisions and the force are NIM compliant both in terms of process and product and inspection takes place against a standard template approved by the National Centre for Policing Excellence (NCPE) NIM team.

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- A performance management structure including visits to divisions by the ACC (O) is in place to ensure the early identification of any deterioration in performance. This structure aims to ensure that appropriate remedial action takes place as actions are generated from and followed up at all meetings/conferences within the structure.
- The practice direction for investigative interviewing is based on the ACPO strategy. It contains a training needs assessment and training has been prioritised to enhance performance in the volume crime area.
- Practice directions are in place in relation to each specific area of POCA, and the force has established and published an asset recovery strategy. POCA has been promoted within force and training is provided to all new recruits by members of FIS. POCA is utilised at level 1 for volume crime with divisional targets set for money-laundering charges.
- The force crime registrar has established robust audit processes that are examined by chief officers and the PA to ensure sustained effort is applied to the ethical and timely recording of crime.

### **Areas for Improvement**

- A recent COG decision has strengthened the performance management arrangements, with the DCC taking the overall lead for performance issues. The DCC is to hold monthly performance meetings with the ACC (O), ACC (OS), divisional commanders and heads of operations and crime management branch. The arrangements are new and will take time to realise the potential performance benefits.
- There is a lack of appropriately trained, experienced, skilled investigators in divisions to deal with volume crime and serious crime issues. This is compounded by the lack of experienced detectives on division who can provide advice and guidance to less experienced staff. The force has plans to address this shortfall with additional courses in October 2006.
- The force should reflect on whether the investigative skills balance between MITs and volume crime teams is appropriate or whether, in the short term, an appropriate number of experienced detectives can be released from major crime activities to assist with the development of staff within volume crime teams.
- Staff are not yet fully trained to professionalising investigative process (PIP) standards. An enhanced implementation plan has been developed to ensure full completion by June 2007.
- The sanction detection rate within the force is currently poor, and opportunities to maximise detections are being missed. The force should undertake research across all enforcement activity in an effort to identify opportunities to capture sanction detections, eg potential to maximise the use of fixed penalty notices (FPNs) for criminal damage/disorder issued on BCUs, agree administrative protocols with local councils, tighten administrative processes within the crime recording system and actively pursue named offenders for criminal damage.

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- There is a lack of understanding of the reasons why the sanction detection rate is disproportionately low in comparison with the fingerprint and DNA hits available. The force should research a more effective way of converting fingerprint and DNA hits into sanction detections.
- Investigative staff in some divisions are not co-located with custody suites. Efficiency and effectiveness can be improved where this is the case. The force should seek to ensure that this is fully reflected in the estate strategy.
- It is important that the recruitment and tasking of CHIS in relation to volume crime issues, other than drugs, is maximised. Every effort should be made to recruit and effectively manage intelligence sources that could impact on this area of work.
- The percentage of notifiable offences resulting in sanction detection for the period 2005/06 was 20.3%. This was three percentage points higher than the same period in 2004/05, but this figure is below the MSF group average of 24.0%.
- The total percentage detection rate for domestic burglary for the period 2005/06 was 12%, this being 0.6 percentage points lower than the same period 2004/05. This figure is well below the MSF group average of 20.7%.
- The total percentage detection rate for racially or religiously aggravated offences for the period 2005/06 was 35%. This was 6.5 percentage points higher than the same period in 2004/05 but well below the MSF group average of 44.0%.
- The total percentage detection rate for vehicle crime for the period 2005/06 was 8.7%. This was 0.6 percentage points lower than the same period in 2004/05 and lower than the MSF group average of 13.0%.
- The total percentage detection rate for robbery for the period 2005/06 was 17.6%. This was 2.6 percentage points lower than the same period in 2004/05 and well below the MSF group average of 28.2%.
- The total percentage detection rate for violent crime for the period 2005/06 was 44.7%. This was 7.9 percentage points higher than the same period in 2004/05 but this figure was still below the MSF group average of 54.6%.

**3D Improving Forensic Performance**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Stable</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
3	16	21	3

**Contextual Factors**

Advances in forensic science offer great opportunities both in tackling serious and organised crime and also in making significant improvements in the detection of volume crime offenders. The force is committed to forensic science and is aware of its significant benefits.

**Strengths**

- The chief officer lead for forensic management is the ACC (OS). He chairs a quarterly meeting with the head of CID, scientific support manager (SSM) and the forensic science service, and forensic management is a standing item on the agenda of the force operations group.
- An updated forensic strategy is published and available on the force intranet. There are specific standards for the delivery of services detailed in practice directions.
- The SSM is the performance manager for the crime management branch and is a member of the performance management group. The forensic strategy is fully integrated into the force performance model. Forensic PIs are monitored monthly through the performance management process. They are subject to scrutiny by divisional commanders. Targets have been set at individual CSI level and introduced into PDRs.
- Detailed and comprehensive documented policies exist for scene of crime attendance, major crime scene management, DNA database, scientific intelligence, fingerprint development laboratory, and priority crime forensic strategy documents. The practice directions are subject to constant review.
- Good use is made of the force intranet where the scientific investigation unit has a comprehensive site to communicate issues to the force. There are links to relevant practice directions and clear guidance to operational officers on handling and managing all main scientific evidence types.
- Budgets and submissions are monitored closely, and effectiveness is assessed continually. The forensic submissions manager continually assesses the potential benefit of specific procedures. This is done by reference to actual cases and evidence and by liaison with the CPS to determine the use made of evidence in specific cases and case types.

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- Since the return of crime scene investigation to central management, its direction and control has improved. Tasking is through the CSCCs and through the NIM process.
- The investigation of major crime includes documented forensic strategy meetings between the SIO and the SSM and, where appropriate, external forensic experts. Service levels are laid down in the relevant practice directions, which include the responsibilities of customers.
- The force has a scientific intelligence unit (SIU) user group and the SSM is a member of the force TTCG meeting.
- CSI supervisors attend BCU tasking and co-ordination meetings and are regularly called upon to give an input on emerging issues, while divisional scientific intelligence officers are an integral part of the NIM, attending the daily management meetings to ensure that forensic issues, including resourcing, are properly identified and prioritised.
- The force has utilised funding through the DNA expansion programme for equipment, scientific intelligence staff, a forensic courier, DNA processing and specialist DNA testing in targeted volume crime scenes. In 2006 the staff will be made permanent and funded from the base budget.
- Following a successful bid to the PSU, five temporary CSIs have been employed. This had led directly to an almost 200% increase in the number of thefts from unattended motor vehicles (TUMV) examinations. There has also been an increase in the number of stolen vehicles examined. Staff performance in this area is excellent and has resulted in a significant number of detections.
- The SIU is adequately resourced for equipment and consumables and has kept abreast of technology with the introduction of more effective equipment.
- All CSIs have received nationally recognised training. Forensic inputs are provided on a number of formal training courses provided at the force training school. Local training in divisions is provided through the CSI supervisors who organise placements with CSIs for fixed periods with fixed objectives for awareness.
- Full monitoring takes place in relation to the loading of DNA samples and load failures are fully investigated.
- DNA and fingerprints samples are taken from all recruits in the first week of their training. A process is also in place for forensic medical examiners, mortuary staff, pathologists, and special constables to have their DNA taken.

### **Work in Progress**

- Currently the force is not maximising the full potential of forensic science. Operation Converter has proved, through effective evaluation, to be of value in many forces. The force acknowledges that research needs to be undertaken to identify blockages in the investigative process. This initiative should be considered to improve further the number of sanction detections obtained from forensic identifications.

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- The reliability of Ident 1 has caused some difficulties in the fingerprint bureau. This is a problem identified nationally and the force has worked hard to make sure that operational capability has not been unduly affected. Ident 1 Palms recently became available to the force, but currently searches are restricted to 20 per day during normal hours.
- Because the force has taken the full National Strategy for Police Information Systems (NSPIS) case and custody application it has experienced difficulties obtaining arrest/summons numbers at point of arrest. This is resulting in routine fingerprint and DNA sampling before charge having yet to be fully implemented. This should be rectified with the introduction of case and custody version 5.1.

### **Areas for Improvement**

- The opportunities presented by forensic science to impact on sanction detections and volume crime are not yet fully realised. The COG should consider where forensic issues best sit in the strategic overview of the force and whether it would be appropriate to move this area of work under the ACC (O).
- Attendance by CSI supervisors at level 1 TCG meetings on divisions is variable. The head of forensic management should ensure that performance monitoring arrangements include this as a key issue in monitoring performance of individual staff members.
- The force should ensure that a suitable representative from forensic management attends all level 2 TCG meetings and the recently introduced crime managers' meetings. This approach will actively involve forensic management in the investigative process and assist with specialist input.
- Performance management data is collected in respect of various activities within this support function but it is not fully utilised to assess the potential impact of forensic science within the investigative process and to identify where improvements can be made. The force should review the current PIs in relation to forensic matters and agree a suitable suite of indicators which will allow chief officers and senior managers to regularly assess performance, particularly in respect of volume crime, and where necessary, to hold managers to account.
- The performance management system within the forensic management department provides information on the number of DNA/fingerprint actions outstanding on BCUs (following identification). Actions outstanding should be discussed and progressed at relevant performance management meetings at HQ and BCU level.
- There is an ad hoc approach to the taking of footwear impressions as there are no corporate procedures in place. The force should develop the ongoing footwear project through the established working group following changes to legislation.

**3E Criminal Justice Processes**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Improved</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
0	15	27	1

**Contextual Factors**

There is an active LCJB in Humberside with good relations between all the partners involved. This presents significant opportunities to improve performance and tackle any blockages in the system.

**Strengths**

- The Chief Constable chairs the LCJB and maintains strong links at a strategic level with other criminal justice agencies. The performance development group is the subordinate group to the LCJB. The group is chaired by the ACC (OS) and attended by management from the administration of justice unit (AJU). The ACC (OS) also chairs the force custody board and PNC steering group.
- Humberside Criminal Justice Board (HCJB) area structure has been revised to strengthen communications between the strategic and local groups. Humberside Police is represented and actively supports the work of all strategic and local groups within the LCJB structure.
- Each BCU has a local criminal justice group (LCJG), which is attended by the relevant BCU commander. These groups have strong links to local CDRPs and local strategic partnerships (LSPs). There are strong links between senior management on BCUs and senior managers in local CPS units.
- The AJU SMT has good links with and regularly attends court user groups, prosecution team development board, No Witness No Justice steering group, effective trials management programme (ETMP) steering group, local criminal justice performance development group, roads safety partnerships and road aware partnership meetings.
- Custody facilities are of a standard that ensures the safety and dignity of detained persons and custody suites are equipped with the necessary facilities and technology to assist speedier justice. Facilities include surgeries in charges rooms, video recording equipment, live-scan, DNA testing, drug referral workers and force medical examiners.
- The force has in place six 24-hour cell blocks, some of which have recently been extensively renovated. The function of bail management is now built into the role of the evidence review officer as part of the volume crime model.

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- The AJU manager chairs a warrants meeting in conjunction with other criminal justice partners to examine performance in relation to the management of warrants, and issues actions to deal with any required improvements. Failing to appear warrant targets are on track to achieve end of year target.
- Meetings of the prosecution team development board take place regularly. There is improved performance indicated on the CPS compass output including timeliness.
- Humberside Police has 13 victim suites across the force, none of which are based at police stations and eight of which are equipped with medical facilities for the examination of victims of physical and sexual abuse. The force has WCUs staffed by police and CPS personnel.
- Implementation of the Victims' Code has commenced with specific focus on three areas: marketing, process, and audit and compliance.
- Compliance with pre-charge advice is monitored through regular meetings with BCU staff and local lawyers, which deal with examples from real cases to identify process changes or training requirements.
- Proceeds of crime orders are actively sought and the force is on track to meet the target of 32 confiscation orders.
- The force has a comprehensive ASB strategy in place and the full range of ASB tools is deployed across the force to combat ASB. Anti-social behaviour orders (ASBOs), are applied for by all divisions.
- In relation to persistent young offenders (PYOs) the force is meeting the arrest to sentence target of 71 days; the latest data shows the force at 57 days. The force is achieving the target to transfer warrant data onto the PNC (90% within one day and 100% within three days); at February 2006 the force was at 100%. In relation to the time taken to enter court results onto the PNC (police/court service), the force's current statistics at February 2006 show 99% of cases resulted within seven days.

### **Areas for Improvement**

- Humberside Police currently uses a manual system to deliver information in respect of arrested persons to the PNC. It is felt that this is constraining performance at the present time and the force is currently working to implement version 5 of case and custody software which will deal with this issue and provide an electronic link with the PNC.
- Difficulty is being experienced on some BCUs when attempting to obtain the services of a force medical examiner, and delays in the judicial process are often created waiting for their attendance. A detective chief inspector (DCI) has been seconded on a full-time basis to try and resolve this problem.
- One division is not currently meeting the target in relation to file timeliness; however, an action plan is in place which is sponsored by the branch manager to improve performance.

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- The force currently has a data lag of over three months for the submission of OBTJ data to Office of Criminal Justice Reform (OCJR). The target time is one month.
- Figures available show that the number of OBTJ has increased during the period 2005/06 compared with 2004/05. The percentage of OBTJs has increased by 2.5 percentage points to 20.7%, although this is still below the MSF group average. Total sanctioned detections have increased by 10%, but this remains below the MSF group average.
- Although police case progression officers have not been appointed, the force has in place a dedicated 'receiver' who works directly with the CPS, at the same location in Hull. This post is responsible for such issues.
- Although the force is not meeting its target of 90% of arrest/summons numbers to be inputted in 24 hours, it is close to the national average.
- The force is not achieving the target of entering details of persons arrested /summonsed for a recordable offence onto the PNC within 24 hrs. Performance is currently 79.2% against a nationally agreed target of 90%.
- The availability of CPS staff to give advice is considered to be problematic at times. Outside normal office hours CPS direct have to be contacted by telephone and this introduces more lengthy delays in both forwarding the relevant documentation and providing documents that may not be needed to inform a decision in relation to charging, some of which could be provided following charge. The force should satisfy itself that it continues to work within the boundaries of the Police and Criminal Evidence Act 1984 (PACE) codes of practice in respect of the requirement to release prisoners without undue delay.
- The force should enter into dialogue with the CPS in order to allow a common understanding of each organisation's performance objectives in relation to convictions at court. Currently some frustration exists as to level of acceptable risk of failure before a case is pursued at court.

## 4 Promoting Safety (Domain 3)

### 4A Reducing Anti-Social Behaviour

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Improved</b>

#### National Grade Distribution

Poor	Fair	Good	Excellent
0	8	35	0

#### Contextual Factors

ASB regularly features as a key area of concern for the public both locally and nationally, and it is essential that the force uses all available tools to tackle this area of concern. The roll-out of neighbourhood policing and the significant investment by the PA in PCSOs should assist greatly in this regard.

#### Strengths

- ASB is a force priority detailed in the new policing plan. The force's ASB strategy is driven by the ACC (O) through the divisional commanders who are responsible for the delivery of the strategy. The chief superintendent (partnerships) submits an evaluation report annually to the ACC (O), detailing progress towards achieving the objectives of the strategy as well as progress on implementing the action plans.
- The ACC (O) attends the PA consultation and partnership committee to which regular reports on the work being undertaken by the force to tackle ASB are submitted.
- All BCU commanders are members of the LSP, which drives high-level improvement measures to implement strategic changes around crime and disorder to tackle ASB effectively. Membership of the LSP gives direct access to high-level resources such as neighbourhood renewal funding (NRF), safe and strong communities fund (SSCF) and the resources of other key agencies.
- The BCU commanders all chair or co-chair their CDRP through which tactical interventions can be implemented, in partnership, to address crime and ASB issues.
- In one division the BCU commander is a member of a small task group that is introducing the Government's Respect agenda, as the City of Hull has been chosen as one of 15 national pilot sites. The Respect programme promises to bring new resources to the city and draw partners together to tackle the root causes and effects of ASB as it affects communities, families and individuals.
- Close working relationships have been built with the local authorities, and dedicated ASB local authority officers work in partnership with divisional officers.

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- Police actively take part in various community forums where ASB is an agenda item for discussion, eg Police Authority public panel meetings, CDRP, local delivery groups and crime prevention panels. A service level agreement (SLA) has been completed between the East Riding Council and the BCU.
- The business community and local parish councils have been involved in funding and managing CCTV projects to tackle ASB, and have also assisted in the media/public awareness attached to ASBO offenders.
- Liaison between the police, the council's ASB team, housing, education, social services, environmental health and youth offending teams (YOTs) are all involved in the evidence gathering and targeting of ASB offenders.
- The extended police family in the force includes PCSOs and special constables both of whom use the NIM and briefing and tasking to target ASB offenders and trouble hotspots.
- The East Riding Council has a Together Action line on the internet to encourage the public to report ASB offenders, together with a 24/7 customer services system for reporting such incidents. The Council's ASB officers will then liaise directly with the police to raise any ASB issues.
- Any incidents of note relating to ASB are discussed at the daily management meeting. ASB is reported in the level 1 and 2 strategic assessments, and where appropriate is included in the divisional control strategies. Regular officers, PCSOs, wardens, specials and council ASB officers target local offenders and feed in intelligence relating to problem individuals/areas via a number of avenues. This information is then shared at a case conference.
- The full range of ASB tools is deployed across the force to combat ASB; ASBOs, Acceptable Behaviour Contracts (ABCs), dispersal orders, seizing alcohol, no-alcohol zones and crack house closures. Static and mobile CCTV is utilised and highly effective media campaigns are carried out. Warning letters are issued or FPNs for public order and minor offences when appropriate. Diversionary actions can be put in place via social services and other organisations to try and change the behaviour of an individual.
- Local community officers, special constables and PCSOs are tasked with identifying ASB offenders who are affecting the quality of life in the local communities, and actively target the offenders using the ASB toolkit with the assistance of force legal services, CPS and the council ASB officers to seek ASBOs on conviction and civil ASBOs.
- The number of public disorder incidents is monitored through the performance monitoring guide and there has been a reduction in the number of incidents recorded in the force area of 29% since last year.
- The BCS shows that between January and December 2005 the percentage of people worried about vehicle crime was 10.9%. The MSF group average was 14.1%.
- The BCS shows that between January and December 2005 the percentage of people worried about violent crime was 12.3%. The MSF group average was 13.2%.

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- The BCS shows that between January and December 2005 the percentage of people worried about anti social behaviour (ASB) was 14.8%. The MSF group average was 17%.
- The number of criminal damage offences per 1,000 population in 2005/06 was 28.98 which was a decrease of 7% compared to the same period in 2005/06.

### **Areas for Improvement**

- The force should put in place the ACPO-led ASB communication strategy, which engages partners and the media to reassure the public.
- The force should engage multi-agencies and agree with them information sharing protocols to tackle ASB.
- The tactical options from the Together campaign should be deployed across the CDRP/local authority and police ASB partnerships.
- The assessment indicated that on one division, the ASB officer trains staff on the tools available to tackle ASB and he keeps appropriate records of successful activity. Forward groups hold meetings in hotspot areas and invite local authorities, housing, safer communities and local residents to come up with local solutions for local problems. This approach should be encouraged across the force area.
- There is no evidence to suggest that there is an understanding of what constitutes ASB/community intelligence and how such intelligence should be dealt with.
- The BCS shows that between January and December 2005 the percentage of people very worried about burglary was 12.0%. While this is within the expected range and close to the MSF group average of 11.7%, there is still room for improvement.

**4B Protecting Vulnerable People**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Stable</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
8	32	3	0

**National Position**

This framework replaces two frameworks used in 2005 – Reducing and Investigating Hate Crime, and Crimes against Vulnerable Victims – which covered hate crimes (predominantly racially motivated), domestic violence and child protection. Following consultation with practitioners and ACPO leads, a single framework was introduced for 2006 with four components: domestic violence; child protection; the management of dangerous and sex offenders; and vulnerable missing persons. Hate crime is captured in framework 1A. It is therefore inappropriate to compare this framework with last year’s results; the direction of travel reflects HMIC’s judgements about changes in domestic violence and child protection, and the work that forces could evidence in the other two areas, for example that they had improved their structures, processes and resources.

The four areas are discrete but share a common theme – they deal with vulnerable victims where there is a high risk that an incident can quickly become critical, and where a poor police response is both life-threatening and poses severe reputational risks for the force. For this reason, the grade is an overall grade capped at the level of the weakest area of performance. Aggregating four components to a Fair grade – which is defined as being an acceptable level of service – when HMIC (and in many cases forces themselves) recognises that at least one area merits a Poor would be unsafe.

**Contextual Factors**

The force is aware of how public confidence in policing services can be adversely affected by publicity associated with high profile cases involving abuse, neglect or the death of children. Humberside has invested significantly in this area and made significant improvements over recent years in many policing functions associated with protecting vulnerable people prompted by the Bichard Inquiry and the force BVR on child protection (CP) and DV. This will undoubtedly reap benefits in the future as progress continues.

**Strengths**

**Child Protection**

- The ACC (OS) is the designated chief officer lead for the investigation of child abuse.
- The force works with four local safeguarding children boards (LSCBs), which all receive funding from the force, and divisional commanders sit on the boards. The force CP co-ordinator and/or family protection team (FPT) DIs sit on various subgroups within that hierarchy.

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- The LSCB guidelines and procedures detail responsibilities and collaborative arrangements between the force and partner agencies. Written guidance can be found in the LSCB guidelines and procedures, role requirement, supervision and monitoring policy and guidance on information sharing processes.
- A CP strategy is in place with a well-defined management structure and clear lines of accountability.
- Humberside police has embraced partnership working in the area of CP. Joint training is undertaken with the local authority where skills and ideas are shared.
- Each FPT has dedicated staff, trained and supervised to a high standard, supported by clear policies. Clear standards of investigation are aimed for, including the maximising of evidence- and intelligence-gathering opportunities.
- Designated decision makers make decisions on every referral and any ensuing investigations are supervised by those decision makers throughout. No investigation can be finalised without the authority of a designated decision maker after consultation with other agencies where appropriate.
- Divisions have reviewed staffing levels and there have been increases in staff where necessary. Job descriptions for staff investigating child abuse have been reviewed to form part of the new PDR system. All FPT staff are trained in achieving best evidence and criminal investigation and currently 84% of current child protection investigators are fully trained detectives. Also, all of the child protection investigators are tier 2 and tier 3 vulnerable and intimidated witness trained.
- A performance management framework has been established. The quality of records on the CP database is audited quarterly and dip sampled by the CP co-ordinator. These audit results are managed through the family protection steering group.
- A supervision and monitoring policy is in place which takes account of workload, demand, abstractions and resilience.

### **Domestic Violence**

- The dedicated ACPO lead for DV investigation is the ACC (OS) with a well-defined management structure with clear lines of accountability. DV is an agenda item on the LCJB, which is chaired by the Chief Constable.
- The head of CID has ownership of policy and responsibility for the strategic direction and development of the force's response to DV. The six-monthly strategic assessments consider the threat posed by DV and, where appropriate, it features in the control strategy.
- The DV strategy is incorporated into the force practice direction. The practice direction reflects the NCPE guidance on investigating DV. Guidance for officers on dealing with DV is contained within the patrol guide and on the force intranet.
- The percentage of DV incidents with a power of arrest where an arrest was made relating to the incident during 2005/06 was 73.6%; this was significantly higher than the previous year. This figure is in line with the MSF group average of 74.7%.

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- There is a job description for the DV co-ordinators that is based on the NCPE guidance. Divisional DV co-ordinators are responsible for ensuring that DV addresses and perpetrators are flagged on the force CIS nominal system. This process is reflected in the practice direction. The force has introduced a risk identification form that is being piloted in D division. The completion of this form results in a risk assessment of each case.
- A recent external audit of NCRS by the Audit Commission awarded the force the highest rating of Excellent for all crimes including DV-related crimes.
- Data is collected on each division and forwarded to the force crime registrar who reports performance in relation to DV issues to the Chief Constable's performance conference. There is a dip sampling process in relation to the detection of crime to ensure minimum standards are achieved.
- The force has examined a number of FPT files which demonstrate that details of children and the impact of the DV upon them is included in prosecution files and that victims are offered the opportunity to make a 'victim personal' statement.
- There is a multi-agency working group set up to look at the delivery of services from the CPS, police and statutory and voluntary agencies across the force area. All four divisions within the force area have very active multi-agency DV forums that meet on a regular basis. The force has information-sharing protocols with its partner agencies including social services.
- All the DV co-ordinators and call takers have received the Centrex modular training.
- The FPTs have a supervision and monitoring policy that means the supervisors constantly monitor the performance and workloads of the staff within the unit.
- Through the data warehouse there are members of the force who can submit one search, which can then be run across the DV database, CIS nominal index and the crime system.

### **Public Protection**

- The ACC (OS) is the lead chief officer for public protection. He sits on the multi-agency public protection arrangements (MAPPAs) strategic management board which includes representatives from the local authorities, the probation and prison services. The meeting is also attended by the head of the CMB and the MAPPA co-ordinator.
- Humberside Police has a written policy in relation to the processes surrounding the registration of sex offenders and associated MAPPA processes for the various categories of offenders and risk levels. There are effective levels of attendance by the police at local MAPPA meetings for level 2 and a force-wide level 3. The MAPPA co-ordinator is a senior probation officer on full-time secondment to the force, together with four other probation service staff.
- A supervision and monitoring policy is in place which takes account of workload, demand, abstractions and resilience.
- The BVR of CP recommended that the staffing levels for risk management officers (RMOs) be reviewed. As a result there has been an increase in the number of

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officers engaged in public protection. The RMOs have up-to-date and accurate role requirements and person specification. There are specific standards for RMOs in relation to the frequency of visits to registered sex offenders and dangerous offenders and these are logged in the Violent and Sex Offenders' Register (ViSOR). The practice direction relating to sex offender registration sets out the minimum training requirement for the RMOs.

- The RMOs are part of the FPT which include the disciplines of CP, DV and missing persons. Therefore an integrated approach to these closely aligned subjects is provided.
- The RMOs sit within the BCUs FPTs and as such fall within the written monitoring and supervision policy. In brief this stipulates the frequency, purpose and content of such meetings and specifically addresses the welfare aspects of the RMOs role. These meetings are undertaken by FPT supervisors.
- ViSOR is fully implemented and all back-record conversion and data cleansing has been completed. There are corporate protocols for the use of ViSOR and these are policed by a post within the FIB.
- Nominals subject to level 2 and 3 processes are recorded within ViSOR, and minutes of MAPPA panels are recorded on ViSOR together with risk assessment.
- Once a person reaches a MAPPP there is a strict process of identifying the risk and who is in danger from it. Control methods are then discussed and actions allocated for members to undertake. These are checked at the next MAPPP to ensure the task has been carried out.
- The force management performance framework includes both quantitative and qualitative information and is used to scrutinise divisional activity. The SMT is held to account via this process.

### **Missing Persons**

- The ACC (OS) is the chief officer lead for missing persons and has strategic responsibility for missing person's policy, both proactive and reactive, both managed through the crime management branch.
- The ACC (OS) chairs the NCPE steering group, which oversees the implementation of NCPE doctrine including the *Management Recording and Investigation of Missing Persons 2005*.
- The force practice direction provides a clear framework for the management of missing persons. All staff have clearly defined expectations of what is required during each stage of a missing persons enquiry. This reflects the NCPE guidance document. Procedures for the recording process, risk assessment, risk identification, tactical options, supervisory responsibilities and review requirements have all been incorporated.
- Call centre staff open an audited risk identification on each missing person, on the NSPIS command and control log. The force has a prompt list to assist staff with the

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decision-making process on risk assessment. Any high-graded calls are processed though to divisional supervision.

- The ownership of missing persons is the responsibility of the duty inspector at BCU level and any outstanding cases are taken to the daily divisional management meeting for tasking and resourcing.
- Each division has a dedicated missing persons' officer who is responsible for overseeing the investigation of missing persons inclusive of long-term missing persons. Every missing person case is reviewed at the BCU daily management meetings. Directions on continued investigation management are detailed within these meetings. Appropriate tasking is enabled via the briefing and tasking system (NIM).
- Officers are required to submit intelligence forms on every missing person. Dedicated missing persons' officers ensure compliance.
- There is a dedicated source at CMB who is responsible for the implementation of the NCPE document, and also for the dip sampling and monitoring of procedures across the force.
- A risk identification matrix is now mandatory for each missing person report received on NSPIS command and control. A risk identification/assessment form is in place for investigating officers as an interim control measure until an IT-supported system is operational. The practice direction clearly sets out the review process and is controlled and monitored by the missing persons' officers within each division.

## **Work in Progress**

### ***Domestic Violence***

- The force has identified the positive aspect of having DV champions on each section; these officers would receive some additional training for this role. However, this matter is being progressed through the COG.
- Patrol officers are required to complete several forms when attending DV incidents which is time consuming and overly bureaucratic. The DV officers are tasked with following up cases where forms have not been submitted and raising this with the SMTs, and this is raised as a performance issue on the divisions. The introduction of the new risk assessment forms by October 2006 should alleviate this issue.
- All D Division response officers have received the relevant Centrex modular training in DV. A B and C Divisions are commencing training for their response officers in early 2006.

### ***Public Protection***

- The force should ensure that the recommendations contained in the sex and dangerous offenders re-audit report are considered and, where relevant, recommendations are implemented.
- The force should continue to progress the development of multi-agency protocols in respect of DV issues, particularly to deal with high-risk cases. Implementation is expected by October 2006.

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### **Missing Persons**

- The force has undertaken a comprehensive review of its missing person business process, leading to a decision to purchase a commercially available product (the community policing and case tracking system (COMPACT)) to manage missing persons. The IT system will, when in place, allow desk-top management for supervisors to review missing person investigations.
- The ACC (O) has commissioned work on developing a performance management structure both at force and BCU level with the intention of reducing the number of children missing from local authority care.

### **Areas for Improvement**

#### **Child Protection**

- There is an agreement with the force's vetting department that FPTs deliver, by hand, any files which they request. Effective use of a paperless system, which the force is looking to introduce in the near future, will allow them to have access to all information contained in referrals on screen, as opposed to in handwritten files.
- The force database for recording CP cases is not as effective as it could be. It is incapable of storing particular data making it difficult to interrogate the system and obtain meaningful data. The force has developed a suitable system for this function. However, it has been unable to progress a bespoke system due to cost. The force is currently sourcing a suitable 'off-the-shelf' database.
- While there is an input on DV and CP on the ICIDP and IPLDP, in some cases there is a lack of understanding among patrol officers on how to deal with CP issues – and in some cases, DV. The force needs to ensure that its training methods are appropriate to impart the necessary information.
- The IMPACT nominal index (INI) is live in one division's FPT and, following a business case, sufficient staffing will be provided to the force intelligence unit/PNC bureau to deal with subsequent referrals. The force should pursue the business case.

#### **Domestic Violence**

- Developments in the force's IT infrastructure in the near future will ensure that on the creation of a command and control log for a DV incident, a DV record is automatically created with some fields self-populating from the log.
- The DV unit in one BCU shares a building with the drugs intervention team, which means that witnesses/victims/children of DV incidents have to enter the building's waiting area where drug users are waiting for appointments. Within the unit, there is no separate interview room; consequently, witnesses and victims are being interviewed in an open office environment. The force should look to reviewing the suitability of their accommodation, particularly shared accommodation.
- The force has recently taken into use new risk assessment forms. Officers are still yet to receive training on the completion of the forms and some general awareness of DV issues.

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- As yet the force has not disaggregated a DV and CP form within the violent crime performance information despite the fact the DV is estimated as accounting for 25% of the force's violent crime. The force should look to reviewing this position if they want to be seen as treating DV with importance.

### **Public Protection**

- In one BCU, DV and CP staff are abstracted one weekend in 14 for high visibility patrol. This has resulted in a number of officers accruing time due, which have been difficult to then take off due to the staffing requirements in these units. Some FPT staff have accumulated 70–80 hours.
- In the same BCU the DV officers are currently being abstracted to assist the vulnerable victims' officers one week in every three months which is not reciprocated. This is causing a morale issue within the FPT as there is a feeling that their work is not treated in the same regard as other disciplines.
- The force has changed its use of the definition of DV to include all family members and not just partners. This ultimately has led to an increase in referrals for the DV staff but no increase in staffing levels. Consequently, the staff are only able to concentrate on partner-to-partner cases. The force should review the stance it has taken to ensure that the new requirements are met with an increase in staffing.
- A detailed review was undertaken some years ago on the function of FPTs, which resulted in increased staffing in FPTs across the force. This has been more recently followed up by work commissioned by the force audit board. Currently no decision has been made as to whether staffing remains appropriate set against current workloads and the environment in which they work. This needs to be clarified as a matter of urgency in order that all staff are clear in their roles and responsibilities.
- While there is a supervising and monitoring policy, with targets being set and monitored, at the time of assessment there were no performance targets set for FPT staff. The force needs to progress this in order that staff are being tasked and monitored effectively. HMIC is aware of the national work being undertaken in relation to CP targets; however, this should not prevent the force from making progress in respect of other responsibilities of FPT staff.
- Currently the number of registered sex offenders managed by public protection officers is slightly higher than national guidelines. The force needs to review this position to ensure that there are adequate numbers of staff in that role to carry it out effectively.
- The force should continue to develop and drive the planned training programme for relevant supervisors in respect of CP, DV and FPT issues. Priority should be given in the first instance to DIs working in FPTs. Additionally, the agreed NCPE training programme for response staff in the force should be prioritised and consideration should be given to relevant training for neighbourhood policing officers and PCSOs.

### **Missing Persons**

- Each division has been tasked within a force missing person action plan to form protocols with partner agencies. This should be driven by the BCU commanders.

## 5 Providing Assistance (Domain 4)

### 5A Contact Management

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Improved</b>

#### National Grade Distribution

Poor	Fair	Good	Excellent
1	18	20	4

#### Contextual Factors

There has been a significant investment in this area driven by the Chief Constable with the full support of the PA. The improvement has been impressive and there is all likelihood that performance will improve even further over the coming year.

#### Strengths

- The ACC (OS) is the ACPO lead for contact management and chairs fortnightly meetings of the IHIT which has prescribed terms of governance and a comprehensive action plan and which enables the identification and resolution of cross-departmental business issues. Incident handling is a force priority and a standing agenda item at COG and strategy team meetings.
- The force is committed to achieving the NCHS, having used them as the basis for the benchmarking and management of performance since they were first adopted.
- The IHIT has delivered corporate policies and procedures for the prioritisation and management of incidents. The incident handling strategy for the force has been completed and is awaiting endorsement from the strategy team.
- A full-time team manages the Humberside Police call-handling project which, is intended to make IT and process-based changes in line with the NCHS and the QoSC.
- A range of callers is consulted on a monthly basis and a call monitoring questionnaire is used to capture feedback on levels of satisfaction. Customer satisfaction data is used to inform and direct service planning.
- Employee's views are taken into account through a range of structured communication processes. Exit interviews are conducted and their significance is one of the IHIT actions.
- Consultation with staff from the providers of hearing impaired services for Humberside was used to make a balanced commitment to the provision of fax and talk type as a preferred option for many members of the community. There are minicom facilities in the command centre and these are monitored at a dedicated call taker position and were upgraded in 2005.

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- The force uses the National Interpreting Service to support the needs of a diverse community, and staff are trained in the use of this facility.
- The incident-handling unit (IHU) management team maintains close links with staff from the diversity unit and uses 'mystery caller' exercises to test the effectiveness of interpreting services and to develop an appropriate key performance indicator (KPI).
- The force has developed a local information website on the intranet (INFOnet) as a local tool to communicate with staff and promote the organisational objectives.
- Internal performance reviews take place and performance is increasing incrementally.
- The IHU has been very well supported by the HQ departments in developing a comprehensive strategy for HR management. A structured implementation plan is in place, with associated costs, that addresses a review of shift patterns, deployments, contracts, role profiles, career progression and workforce modernisation.
- A detailed business case has been approved and includes funding for 12 months' HR consultancy to support the development of contact centre HR policies and procedures.
- There are three full-time trainers for the IHU who are responsible for delivering the content of the department's own skills-based training plan to all employees in the IHU which includes a bespoke programme on call-taking processes, customer service and quality monitoring that is explicitly linked to the standards.
- Tutors are provided for new staff and all tutors are trained on a structured programme. The effectiveness of tutoring skills is now integrated within the new role profiles for those aspiring to become team leaders.
- There are role profiles for all employees and Humberside Police has completed training for the introduction of a new PDR process which will inform the setting of individual targets.
- The IHU produces its own monthly management information that is based on the national and local call-handling standards and local targets such as absence management, finance and quality standards as well as data sets that are linked to BCU performance. The PRO 100 call logging system is used to generate much of the management information and this is then used to support team-based inspections and performance management across the branch.
- Staff are empowered to resolve issues at the point of first contact and from within the department. Relevant results are then fed back to the training officer to inform the development of departmental programmes and individual coaching needs.
- Humberside Police has formed a regional user group with neighbouring forces. Meetings take place on a quarterly basis and are used to benchmark performance and share good practice.
- During January 2006, the force was successful in its bid for funding from the Police Information Technology Organisation (PITO) to support the electronic transfer of

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data, and it is envisaged that this will be used to support reciprocal use of command and control systems between neighbouring forces as well as with the Highways Agency.

- The organisation maintains two command centres (North and South) and a Gold command suite which provides a capability for business continuity.
- The call-handling project has completed the specification of a customer relationship management (CRM) package for the force and this is currently out to tender.
- The force has recently won a national diversity award 'UK Ewell-Being Award 2006' for providing interpretation services to the public through airwave, dual handsets in custody suites and through the communication centres.

### **Work in Progress**

- The force should progress the draft incident handling strategy without delay. The strategy has recently been completed and has yet to be fully endorsed. Key components of the strategy should be communicated to staff and stakeholders.

### **Areas for Improvement**

- The response provided in the self-assessment indicates that the force has made significant improvement in some areas. The force has taken on board many of the comments made in relation to areas for improvement from the previous baseline and this drive needs to continue to secure a further improvement in its grading.
- The force should continue to develop its performance management system to provide individual accountability based on performance information which is both quantitative and qualitative.
- Work on business continuity and disaster recovery is being progressed through operations planning; however, at present there is no structure in place for the review or testing of recovery plans.
- The percentage of 999 calls answered within the target time in 2005/06 was 84.7%, this was below the MSF group average of 87.6%.
- The force has invested significantly in improving non-emergency call answering rates and has made some improvements; however, the force should continue this focus as its abandoned call rates on all non-emergency contacts into the contact centre remains relatively high.
- The force needs to ensure that the plans for HR consultancy are implemented at the earliest possible time to assist in improving the abandoned call rate and in the overall continual improvement of service delivery.

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**5B Providing Specialist Operational Support**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Stable</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
0	23	19	1

**Contextual Factors**

Any lack of preparedness or training for serious events can seriously undermine public confidence in a force. It is vital that sufficient resources are trained to respond to public order, firearms incidents and major disasters to ensure the safety of both the public and officers and staff of Humberside Police.

**Strengths**

- The force has a documented action plan to ensure compliance with the relevant Home Office Code of Practice on the Police Use of Firearms and Less Lethal Weapons, the ACPO Manual of Guidance on Police Use of Firearms and the National Police Firearms Training Curriculum agreed with NCPE. Firearms training is compliant with the national firearms training curriculum and the codes of practice action plan is reviewed periodically by the specialist operations unit (SOU) inspector to ensure compliance with NCPE guidance.
- A comprehensive risk and threat assessment has been conducted to provide evidence of the link between the tactical advisers and firearms assets. Information surrounding roles of staff and accreditations is contained in codes action plan.
- The ACC (OS) actively leads the force in relation to firearms by chairing the quarterly firearms meeting which has representation from Gold and Silver commanders, tactical advisers and firearms training. A full and comprehensive capability assessment was completed and submitted by the ACC (OS) in February 2005. Succession planning has been addressed by the inclusion of two chief superintendents in the Gold command cadre of firearms commanders.
- The quarterly firearms group (QFG), attended by a broad representation of staff and chaired by the ACC (OS), provides an opportunity for issues to be aired, actions raised and communication enhanced. Workshops are also held every three months with FICs.
- Spontaneous firearms incidents are debriefed by the FDO. Any areas of interest are forwarded to the SOU inspector and can be brought to attention of the QFG or head of operations branch. Pre-planned incidents are subject of a formal debrief process which is recorded and subject to review by the SOU inspector.
- Less lethal options are readily available for both spontaneous and pre-planned operations. All units carry the Taser X26 and there is one baton gun available per vehicle. Additional weapons are available for pre-planned operations.

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- The operations branch annual plan clearly lays out how the SOU supports force performance and the achievement of organisational goals. Corporate level targets are set to link in with divisional performance targets. Additional targets relating specifically to the SOU have also been developed. Monthly meetings are held to monitor performance across the full range of indicators.
- The SOU chief inspector attends the monthly level 2 tasking meetings at which all specialist operational assets are considered as tactical options for target or problem profiles and level 2 tasking. BCU-level tasking is a dynamic process and operations assets are tasked to target/problem profiles which are the product of BCU-level TCG processes.
- There is a clear auditable record of all documentation in relation to training, selection, accreditation and deployment across the whole range of SOU personnel.
- There are effective arrangements in place through mutual aid protocols and regional cross-border protocols for rapid support in the event of major/critical or terrorist incident. Good working relationships exist at regional level and assets are frequently deployed via the Police National Intelligence Centre (PNIC) to the Metropolitan Police. Regional exercises are undertaken to test contingencies and mutual aid protocols across the full range of assets.
- Public order is identified within the strategic assessment and an assessment made which includes the identification of vulnerable communities and locations. Community cohesion officers in divisions will feed intelligence in to the NIM process in relation to tension indicators.
- Emerging threats are identified at level 1 and 2 through discussions between operation planning and FIB in addition to regional meetings where a regional response can be formulated if necessary. There is evidence of community intelligence prompting preventative action to avert the risk of disorder.
- There are good links with event organisers at both BCU and force level. Multi-agency planning takes place when appropriate as well as engagement with safety advisory groups. Table-top exercises are undertaken and full debriefs utilised after major events.
- A review of future public order demands was undertaken in 2005 resulting in the force increasing its trained resources from 15 PSUs to 20 PSUs. Periodical reviews of demand will be undertaken by the operations branch.
- There is a quarterly public order forum with representatives from operations branch and BCUs at a senior level which is chaired by the ACC (OS). Good practice and lessons learnt from ongoing and concluded operations are discussed with a view to continuous improvement in relation to public order.
- The force is actively engaged in the Humber local resilience forum (LRF) including the risk assessment group. This allows the opportunity for the force to engage with partner agencies on a regular basis. Representation is at ACPO level and there are protocols and systems in place for the exchange of information. BCUs are kept informed of issues raised.

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- There are systems in place to identify emerging threats and developing scenarios and bring them to the attention of the COG for inclusion on the critical incident register. Scanning takes place both within FIB and the operational planning unit.
- There is a crisis management plan in place that identifies how the force will deliver five mission-critical activities in times of internal or external emergency. The plan has been approved by the COG.
- Generic and specific plans exist which have been developed with partner organisations to address a number of identified threats relating to specific locations or specific scenarios. The plans take full account of local risk assessments and new plans are developed as the identified risk emerges, eg a gas processing plant.
- The Major Incident Procedure Manual is an SLA that defines the roles and responsibilities of all the participating agencies in the event of a major incident. Plans are tested by both live and table-top exercises. Practical training for emergency procedures has been included in the inspectors' training and will be included in the planned sergeants' course. Plans exist to call on mutual aid in the event of a 'catastrophic incident'.
- The SOU has been restructured to improve direction and management across all functions. An additional chief inspector post has been funded from the operations branch budget to lead on business continuity and emergency planning. Operational functions have been transferred to the single line management of the other chief inspector.

### **Areas for Improvement**

- The force is not yet fully compliant with the NCPE codes. The force is aware that it does not yet have the full complement of trained firearms Bronze commanders. This is due to be rectified in the near future. The COG needs to be satisfied that once this training is complete there is effective succession planning to ensure that the number of Bronze, Silver and Gold commanders is maintained.
- The number of AFOs has decreased between 2004/05 to 2005/06 by almost 9% resulting in the figure being below the MSF group average.
- The call-out process for firearms commanders at Silver and Gold levels needs to be tested regularly.
- The force cannot deliver tactical options involving high-level air-burst CS or the use of passive attack dogs. The COG needs to satisfy itself that these decisions would stand scrutiny and are well documented.
- Intelligence gathering in relation to tension in identified communities is dependent on divisional community cohesion officers. As neighbourhood policing is established their expertise needs to be disseminated to neighbourhood officers and staff to maximise the opportunity to gather intelligence.
- Testing of the force mobilisation plan, contingency plans and the call-out systems for public order is not undertaken in any systematic, planned way. The last call-out test

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was for the G8 in Scotland. The force acknowledges that 'more emphasis will be placed on this area of work in future'. This should be undertaken as soon as possible in order that plans can be tested and modifications made prior to any significant event occurring.

- There is currently no publication of risk assessments or emergency plans. While work is ongoing to utilise the LRF website, this work needs to be expedited to fully comply with legislation.
- Demand on the services of business continuity and emergency planning, in particular counter terrorism issues, is stretching resources within the SOU and delaying some developmental projects. The COG needs to be satisfied that there is sufficient staff resilience and funding for this important area of work.
- The contribution of the SOU to force performance is not widely understood or appreciated. Understanding could be improved by the dissemination of SOU performance data to divisions and attendance by unit representatives at divisional level 1 tasking and co-ordination meetings.
- While responsibility for business continuity has been placed within the SOU it is essential that this is seen as a cross-cutting theme impacting on all areas of business and not the sole preserve of operational support.

**5C Strategic Roads Policing**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Stable</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
0	7	33	3

**Contextual Factors**

Strategic roads policing is no longer merely about reducing collisions and casualties on the roads. There also has to be a proactive approach to denying criminals the use of the roads and preventing serious crime by targeted patrolling. Humberside has made significant progress in the use of technology, notably ANPR, to assist in this task.

**Strengths**

- The force roads policing strategy is based on the ACPO roads policing strategy and links tackling criminality on the roads with casualty reduction.
- All roads policing staff receive advanced driver training and attend a number of locally delivered courses on roads policing. These include motorway working and traffic law. Roads policing inspectors are trained as SIOs for all fatal collisions.
- The ACPO Roads Death Investigation Manual has also been implemented and, as part of the roads policing officers' development programme, all officers are trained to investigate road fatalities in line with the manual.
- There are 35 dedicated and suitably trained roads policing family liaison officers (FLOs) and training courses are planned for more officers with the aim of increasing this number.
- The new force PDR system reflects divisional and force objectives and sets individual officers performance expectations directed to developing these and personal development objectives.
- Effective partnership working takes place, particularly with local authorities. Divisional-based casualty reduction officers work with the local authority and operations branch to analyse performance in casualty reduction to integrate the resources and skills of different partners to ensure effective utilisation of resources.
- Force ANPR assets are currently concentrated centrally within the operations branch and consist of the spectrum van and an intercept team. These assets are used proactively to target volume crime offenders and volume crime hotspots. Every deployment of the RCS is supported by either a problem or target profile, these are almost exclusively focused on volume crime offenders/ locations.

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- The force exploits the technology and technical expertise to support roads policing. For example, the force has been pioneering delivery of secure wireless back office information to ANPR vehicles using mobile access routers. The ANPR capability continues to be expanded with the intention of introducing 17 fully equipped additional vehicles by October 2006.
- The force is compliant with ACPO policy on pursuits.
- Tasking and co-ordination arrangements are in place for all aspects of the roads policing through divisional and force NIM tasking process. The RCS is intelligence led at force level, in relation to denying criminals the use of roads. The ARVs are NIM tasked at all times unless engaged in activity related to the primary role of armed response.
- The safety camera partnership board has members of each of the four local councils, the Highways Agency, the police and the magistrates' court. Speed/safety camera sites are determined by intelligence and analysis of casualty figures.

### **Work in Progress**

- The BVR of strategic roads policing presented to the strategy team in March 2006 identified two options for the future structure of roads policing. Until a decision is made, an interim option has been put in place which involves two additional vehicles on patrol. The ACC (OS) is to drive progress on the restructure and will report to the strategy team by October 2006.

### **Areas for Improvement**

- The roads policing function is principally divisionally based. Problems have been experienced in providing the necessary skilled officers for a dedicated roads policing cover. Additionally, difficulties were evident in respect of roads policing activity being intelligence led.
- The reintroduction of the dedicated roads policing unit (RPU) will enable the force to develop a fully compliant NIM-based approach to strategic roads policing using dedicated staff. Currently with roads policing resources being devolved to BCUs this is not possible.
- The force is currently above the trajectory for achieving the 2010 national casualty reduction target of 492 people killed or seriously injured (KSI) on roads in Humberside. The figure for 2005 stands at 694 and there needs to be a co-ordinated effort on behalf of all partners to achieve this reduction. Measures are being put in place through the force roads policing strategy and the operations group meetings to address this.
- The force performance for 2005/06 in respect of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres is 9.46, which is above the MSF group average of 6.42 and an increase of 7.9% on the previous year.

## 6 Resource Use (Domain B)

### 6A Human Resource Management

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Stable</b>

#### National Grade Distribution

Poor	Fair	Good	Excellent
2	18	23	0

#### National Position

The PPAF indicators on sickness and medical retirement continue to be key quantitative measurements of human resource (HR) performance. Increasing significance is being given to the completion of performance development reviews (PDRs) within 60 days of due date. PDRs should be intelligence-driven and link to other HR processes such as promotion and career pathways.

While most forces have conducted some basic workforce planning, this has yet to be extended to all staff, ranks and grades. Workforce planning often concentrates on basic succession planning for key operational police officer posts. Most forces now have a full range of policies to support the work/life balance, often going beyond their legal obligations. The majority of forces need to develop an effective mechanism to manage demand, which ensures that they allocate resources to peak periods. There is limited evidence to show that supervisors and managers have been adequately trained in effective resource management.

Although annual staff satisfaction surveys are common, applying the learning from these surveys, and from employment tribunals, accidents, injuries, complaints and grievances, could be developed further. Much health and safety activity in forces is owned by a handful of key individuals and is rarely integrated fully into day-to-day activity, other than monitoring of accidents, injuries and near-misses. Few forces have accident/injury reduction targets or effective performance management of health and safety activity.

#### Contextual Factors

People are the biggest asset forces possess, and it is essential they are treated fairly and with respect in order to maximise their potential and improve the overall performance of the force. Robust policies, procedures and systems applied in a fair and equitable manner are essential.

#### Strengths

- The people strategy, containing costed staffing plans, complies with People Matters, Gender Agenda and Breaking Through and clearly demonstrates how performance required to deliver the annual policing plan will be delivered through people.
- Comprehensive monitoring of delivery of the people strategy and HR performance against targets takes place within the force performance management framework as well as at the policing minorities group, PA and the forum.

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- HR is resourced to meet operational policing demands and any growth required related to changing demands in operational policing is considered through the force business case process.
- Effective monitoring, evaluation and review takes place as all practice directions are reviewed on at least a three-yearly basis. HR policies, practices and procedures are compliant with the Freedom of Information Act 2000 (Fol), data protection and human rights. Each unit has staff who are trained in data protection, Fol, impact assessment and human rights. This is taken into account when policies are developed. Policies are monitored on an ongoing basis against emerging case law for any impact, and changes made where appropriate.
- The police reform pay and conditions agreement has been effectively implemented with regards to competency related threshold payment and special priority payments (SPPs). A thorough review of the SPP scheme has recently taken place and every officer in receipt of these payments is subject to an annual review to ensure compliance with competence levels, attendance and the code of conduct.
- The DCC provides the proactive chief officer lead for health and safety and chairs the health and safety committee. The health and safety implementation group is chaired by the head of HR.
- Each division has a health and safety committee and all branches have health and safety as a standing item for management meetings.
- A comprehensive attendance management policy is in place. This is implemented by devolving HR management to divisions and branches who are supported by an occupational health function that has recently received extra staffing and moved into new purpose-built accommodation. This is augmented by a strategy to increase health awareness and reduce preventable illness/injury.
- A robust sickness absence policy has been implemented. Divisional personnel and support teams are universally accepted as being the managers, owners and deliverers of the policy. Line managers undertake certain responsibilities under the policy such as maintaining contact with longer-term absent staff, return to work interviews and some referrals to occupational health. The force has exceeded the national target for sickness absence and for four years has been in the top three of the highest performing forces in the country.
- The force has put many measures in place in respect of reducing sickness. The average number of working hours lost per annum due to sickness by police officers has been further reduced by 15.21% during the period 2005/06 compared with 2004/05. The current figure of 45.81 is well below the national average of 72.05, representing excellent performance.
- Although the average number of working hours lost per annum due to sickness by police staff has increased slightly to 16.77; this is below the MSF average of 22.21.
- During the period 2004/05 to 2005/06 the number of medical retirements per 1,000 police officers has decreased from 1.11 to 0.56, representing a 49% reduction. This is below the MSF group average of 0.66.

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- The personnel department has introduced a staffing bureau. Staff who have left the organisation are invited to join the scheme. The force can draw upon their skills, competencies and experiences when filling short-notice vacancies.
- The force has NSPIS HR and is actively using the duty management system (DMS) modules.
- The force has previously implemented the national occupational health strategy. Sufficient funds exist to resource commitments for 2006/07.
- It has recently been decided to civilianise the four chief inspectors personnel and support posts at divisions. This will strengthen the professional HR input on divisions.

### **Work in Progress**

- The force has in place a newly developed draft people strategy which extends to 43 pages. The DCC recognises that the length of the report makes it hard to access and that the document will not drive specific HR activity, although it does serve as the single point where all HR action is captured. The strategy does not cost key HR activities, such as recruitment. It is anticipated that the strategy will finally be approved by the PA in July 2006.
- On 1 April 2006 the force continues to operate within its existing competency based culture but will transition across to the integrated competency framework (ICF). All staff will have an ICF-compliant role profile. The force has been gradually embedding the ICF competencies within some of its existing HR processes such as promotion selection for police officers and police staff recruitment.
- PDR objectives for police officers are linked to NIM/business plans; however, police staff objectives are not routinely NIM compliant. The force has recently introduced an electronic PDR, as the previous PDR system was seen as bureaucratic and did not have the confidence of staff. The credibility of the new system has yet to be embedded. A new PDR process was launched in April 2006 which has attracted considerable interest locally and nationally.

### **Areas for Improvement**

- Local personnel plans are not in place. People priorities are not consistently expressly identified with divisional/HQ business plans. The chief officer lead and PA recognise the need for a greater linkage between HR strategy, policing plan and operational requirements.
- There has only been training for a limited number of experienced sergeants and inspectors within the remit of the leadership development programme over the last two years. Plans exist to train newly promoted sergeants. There is no explanation of the new training package and staff are unclear as to what it means to them.
- There is concern about the effectiveness of incident response teams (IRTs) as a result of low staffing levels and inexperience of constables and supervisors. This has resulted in poor statement taking, crime scene management and requests for guidance from communications staff (who themselves may not have the knowledge

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and experience to provide support). This situation is presenting an increasing number of missed opportunities for obtaining detections.

- Although the force has taken action to target under-represented BME applicants, its success to date has been limited. The force should continue to be proactive in this area.
- The force has sufficient successful candidates to meet recruitment needs up to September. There are no BME candidates within the waiting list. The force has not considered introduced weighting criteria, linked to operational need, when deciding the order in which police officers are appointed. Police officers are currently appointed in the order they successfully complete the recruitment process.
- Bonus payments have been made to a number of officers and staff and corporate monitoring takes place on equitability. This monitoring does not include the six strands of diversity or disparity in the number of bonuses awarded to police staff. Monitoring should include the various strands of diversity when appropriate.
- Corporate demand profiles were not available and there is currently no corporate owner of demand management, although the need for this post (force resource manager) has been identified. Although demand profiling has been undertaken for control rooms, it does not capture all demand for service, eg those requests direct to NPTs. There is evidence that resource allocation is demand led within the control room. There is some demand profiling at divisional level, although this is not consistently applied, with the level of complexity and sophistication being dependent on local management.
- The policing minorities group monitor grievances, however they are not monitored by the six strands of diversity. Key stakeholders were not aware of any organisational patterns and trends from grievances.
- There is a programme to review all risk assessments. Risk assessments on the force intranet date back to 2004. Though many have been updated, publication awaits the completion of the remainder and available resource.
- During the period 2004/05 to 2005/06 the number of medical retirements per 1,000 police staff employees has significantly increased from 0.23 to 0.87 which is above the MSF group average of 0.85, although this was an unusual year in that five police staff were medically retired which skews the figures.

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**6B Training, Development and Organisational Learning**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Improved</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
3	11	27	2

**National Position**

Learning and development (L&D) is a key driver for forces to improve performance. The requirement is for the right staff to have the right skills in the right place and at the right time in order to achieve or support operational performance.

HMIC has awarded a Good grade where key criteria have been met. Notably, where there is a clear distinction between the role of contractor and client, with the full and sustained involvement of a chief officer and the Police Authority. There should be a single post with accountability for all L&D products and services. Another prerequisite is an L&D strategy which is fully compliant with Home Office guidance and supported by a business plan, an improvement plan and a fully costed 'planned' and 'actual' delivery plan. Finally, a Good grade reflects robust quality assurance and evaluation processes, with clear evidence that the force is engaged in collaborative activity.

**Contextual Factors**

This section summarises the results of improvement activities, which have been undertaken since the last inspection. It facilitates an understanding of the context within which such activities have taken place together with an understanding of the results.

The force was graded Poor during the 2005 baseline process with a number of recommendations made for improvement.

HM Inspector is pleased to note the considerable work that has been undertaken in a number of areas to address the weaknesses and congratulates the force and its staff on the achievements. The principal improvements that have been made since the last inspection are detailed below.

The revision of the management arrangements between the DCC and head of staff development and training has resulted in a clear line of communication and an enhanced level of strategic engagement for the unit.

The establishment of an overarching training and supervision board within the force, including a chair independent of the training function, discharges a previous recommendation from the 2004 HMIC BVR inspection. This provides a system for the prioritisation, approval and evaluation of the learning and development function.

Responsibility for standards, costs and planning are located centrally with the head of staff development and training, ensuring that there is now a corporate approach to learning and development activities.

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## Strengths

This section summarises areas, which HMIC considers to be particular strengths of the learning and development function. In the main, for an area to be considered a 'strength' it will have been in place for at least 12 months and will represent practice from which the force is able to evidence demonstrable and ongoing benefit.

In addition to the improvements made since the last inspection, HMIC notes that the following areas represent particular strengths for the force.

- Active engagement on the part of the PA is evident, with regular communication and meetings between members and the head of staff development and training.
- The evaluator role is located independently of the learning and development function. There is a clear process for the tasking of evaluation, and arrangements for subsequent reporting and monitoring of changes to learning and development programmes.

## Work In Progress

- A community co-ordinator has been appointed. Early activities have included the mapping of current community engagement across all training courses to provide a bigger picture across the function. Work is currently under way with team leaders to review any involvement and to identify additional opportunities for community involvement. A proposal has been drawn up to form an advisory group comprising community volunteers to assist in this process.
- An alternative learning strategy has been introduced. Activities include the launch of Streetcraft Back to Basics interactive training and additional training resources being put in place in divisions to enhance flexibility and timeliness of training.
- An e-learning programme will be launched in September 2006 across the force with a package on data protection and information security and a new learning support policy outlining practices in relation to protected learning time is currently under review.

## Areas for Improvement

This section provides a broad summary of the areas for improvement found as a consequence of the current inspection. Specific areas to address are contained in the detailed assessment guide, which the force retains. That document contains an 'indicative scalar' of between 1 and 5 for 90 specific areas. More immediate effort will be required on those areas scoring 3 or less than for those scoring 4 or more.

The progress on the areas summarised below will be reported on in the context section of future inspection reports.

Many of the improvements that have been made by the force are comparatively recent in terms of their introduction. There are some matters, which await the conclusion of staff recruitment processes in order to implement them. Those improvements remain to be fully evidenced in terms of predicted results. HM Inspector stresses the need for the DCC and

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the PA to ensure that these are embedded so that the process of improvement continues. At the time of inspection, the following areas were identified/agreed as requiring further development.

- While it is apparent that the PA has an increasingly active and participative relationship with the force in respect of the learning and development function, its involvement in the monitoring process would benefit from more structured and detailed recording. The PA is formally included as a member of the training and supervision board. Attendance at this meeting is important in terms of maintaining the quality of dialogue with the PA personnel committee on learning and development issues. PA plans for the imminent enhancement of their oversight and scrutiny role through the personnel committee and performance and resources manager will add focus to this area of activity.
- Responsibility for costs and standards within the learning and development function now lies with the head of the staff development and training unit. The implementation of similar responsibility in respect of operational training has been initiated and needs to be reinforced in a robust fashion with the associated level of QA and evaluation applied consistently.
- Processes have been recently introduced which allow a high level of confidence around the costing of all police training in the force for 2006/07. There is a need for this process to mature and the force to make full use of the resultant data as a management tool.
- Professional development of staff is driven by a central development plan. HM Inspector considers that the whole of the learning and development function would be enhanced by the implementation of a documented and overarching succession planning process. This area would benefit from priority inclusion within the review of resourcing recently initiated by the DCC.
- HM Inspector considers that the review of resourcing should include the provision of sufficient capacity for the force to allow relevant learning and development staff to undertake a period of operational duties each year within the PDR process. This will enable staff to be fully up to date with current policing issues and maintain credibility.
- Work has been undertaken to map all roles against the ICF and is nearing completion. This needs to be concluded along with work to apply the National Occupational Standards (NOS) to all relevant training courses.
- A staff survey was recently conducted across the force regarding the learning and development function. The completion of regular staff surveys should be embedded as a process in the force generally and the learning and development function in particular. HM Inspector recognises the effort made and encourages the force to especially concentrate on customer, people, society and key performance results. Survey results should be scrutinised and clear action plans identified to improve performance, which should be monitored at chief officer and PA level.

**6C Race and Diversity**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Improved</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
0	14	27	2

**Contextual Factors**

The Chief Constable has taken a personal interest in this area and leads the strategic group personally. There have been significant developments in the past year and the signs are that progress will continue in the key area.

**Strengths**

- The Chief Constable is the diversity lead and chairs the diversity group, which includes representatives from support groups and all six strands of diversity. Monitoring in relation to gender, ethnicity and disability is carried out on a six-monthly basis for members of staff in relation to a range of HR issues. This group also examines recruitment, retention and progression of minority staff and grievances. There is PA representation.
- The diversity forum involves all staff associations and support groups and is an integral part of the force scrutiny process. This group has a clear constitution and is supported by a significant budget, and members are involved in the design and implementation of new policies. This ensures that policies and their impact are assessed and checked for fairness and equality. The Forum has strong relations with the PSD.
- The diversity unit comprises the diversity unit manager, RES manager, an admin/research assistant and a hate-crime co-ordinator. The force Gay Police Association (GPA) representative has also been seconded into the unit for six months. The equalities and diversity adviser sits within the personnel branch.
- The force has in place an RES which it states is fully compliant with the Race Relations (Amendment) Act (RRAA) and sets out the vision for the future and the monitoring requirement in detail illustrating a position statement, action manager, monitoring forum and target date and is SMART based.
- Strategic documents in relation to achieving a diverse and representative workforce are the RES, diversity strategic plan 2006–09 and the people management strategy. The latter document lays out how diversity will be managed and mainstreamed and incorporates Dismantling Barriers targets and the Gender Agenda. It is updated on a yearly basis and therefore 2006/07 will include the ACPO race equality programme. Diversity issues are included in the people strategy.

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- The diversity strategic plan sets out our commitment to diversity and encompasses the requirements of the Commission for Racial Equality (CRE), Morris and Taylor Inquiries. The strategy is managed through the diversity group.
- The force has set up five IAGs (one strategic level and four divisionally based). Groups are chaired or joint chaired by members of the community and are attended by divisional commanders. They are utilised for policy evaluation and consultation as well as in a proactive role when dealing with planned and unplanned events.
- Training in impact assessment has been carried out for all policy authors. Practice directions (PDs) of high priority will be completed by April 2006.
- Diversity objectives are included in all chief officer, BCU commander and branch manager PDRs.
- Support networks have been actively involved in driving forward sexual orientation monitoring, Civil Partnership Act changes and the Gender Agenda conference.
- Evidence that monitoring has improved procedures is available in the recruitment, retention and progression reports that give detail in relation to positive action initiatives, and the grievance analysis reports.
- Forecasting the numbers of staff to be employed/recruited is completed on a five-year forecast model. Based on this the Dismantling Barriers milestone targets are updated on a regular basis.
- The positive action officer is based in the recruitment section within the personnel branch and has ready access to all monitoring data which she utilises on a continuous basis to inform the development of positive action initiatives. Positive action initiatives such as 'preparation for application' days take place.
- Over the last year applications from females and BME applications have increased significantly. Minority ethnic officer strength has increased fairly steadily since the introduction of dismantling barriers. Progression and retention targets for minority ethnic officers are being achieved. Gender targets are being met.
- The PA has quarterly performance monitoring undertaken by the personnel committee, which is attended by the superintendent, PDU. Grievances and employment tribunals are examined to identify trends/necessary policy changes and lessons learnt.
- There is a Gender Agenda steering group, chaired by the head of personnel, and action plans for Breaking Through and the Gender Agenda are actively pursued and monitored.
- The force is DDA compliant, with guidance available on the intranet and training provided to BCU managers. Numerous reasonable adjustments have been made throughout the force and are dealt with at BCU level.
- Selection processes are fair and all are required to include independent panel members. Those involved in selection are trained in the Race Relations (Amendment) Act and positive action aspects of the law.

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- Certain force PIs outline BCU/branch objectives and performance on diversity, with the results being produced in the monthly performance management guide. Progress is regularly fed back to the diversity group which is able to challenge when areas of weakness are identified.
- The force has in place a number of intranet sites dedicated to race and diversity to ensure that updates are available for staff to see and use. Disability is included in all necessary practice directions; guidance for managers and staff is available on the equalities website. Training workshops were conducted for staff in August 2005.
- The force conducts regular staff surveys and gender, cultural and disability audits with effective monitoring in place. Currently a questionnaire is being developed which will update gender and disability data and include sexual orientation, religion and belief. Support for those reporting discrimination, bullying and harassment is provided through a range of schemes and forums.
- A buildings audit was conducted in 1998 and a development programme put in place to ensure compliance with the DDA by 2004.
- The force is a member of the employers' forum on disability, British Association for Women in Policing (BAWP) and Working Families. Advice regularly sought from organisations such as Equalities Direct and the CRE.
- The core leadership development programme has a five-day module on diversity and professional practice which is linked to operational activities. The force has in place dedicated diversity trainers and in addition all staff are given development opportunities relating to diversity on an annual basis.
- There is evidence of practical support to help operational officers deal with diversity, eg language courses and use the use of a language line.
- A working group including GPA representatives and LGBT support group is examining how to introduce sexual orientation monitoring. The Black Police Association (BPA) has recently been re-launched in the force.

### **Areas for Improvement**

- The force's original RES was accredited by the CRE although since that time further validation has not taken place due to capacity issues in CRE. The force is still finalising the communication strategy through the RES to assist in force-wide communications. It should also continue to pursue accreditation through the most appropriate organisation.
- The force has not yet undertaken specific training on the provisions and responsibilities associated with the RRA.
- Humberside Police area has just above 1.6% in the economically active BME population; however, this figure is not represented in its staff, with 23 BME police officers and 12 BME police staff. The force has employed a 'positive action' officer who works in areas from where it has been difficult to recruit staff, with a view to raising awareness of the police service and diversity issues.

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- Data about the composition of the workforce is collated and monitored, and it is accepted that there is under-representation of female officers in specialist roles. While significant pieces of research have been undertaken in this area by external bodies the under-representation still remains. The force needs to continue its efforts in this area.
- Currently there is no group in place to represent the interests of female staff unless as part of the overarching Gender Agenda group. Although authority has been given by the Chief Constable for a female chief inspector to champion and progress such a group, little progress has been made due to competing demands on time available. The force should put in place a clear timeline for the implementation of a female staff support group.

**6D Managing Financial and Physical Resources**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Stable</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
1	11	24	7

**Contextual Factors**

This assessment is based on the force’s self-assessment return, HMIC findings and consideration of the police use of resources evaluations (PUREs) by the auditor appointed by the Audit Commission. Set out at the end of this report are the auditor’s summarised scores for each theme covered by PURE. Separate more detailed reports on PURE have also been issued by the auditor.

Work on preparing for force mergers has had a significant impact on the finance department and other support services.

**Strengths**

- The assistant chief officer (support) is the lead for finance and physical resources support services. He is a member of the chief officer group.
- Resources are mainly devolved to commanders (75%) with the remainder classed as ‘protected’ and managed by branch managers on behalf of the strategy team. These include police pensions, building maintenance, uniforms and capital financing.
- The strategy team manages resources through a five-year forecast. Budget and HR updates are all presented at each meeting to support decision making.
- The PA maintains oversight of the resources through regular reports to the relevant PA committees. A full-time post, which includes the responsibilities of the treasurer, has made a significant contribution to the governance responsibilities of the PA.
- The force planning and budgetary cycles are clearly linked. This relationship is laid out in the force Business Change Handbook. Each division/branch has a financial adviser who produces standard budget-monitoring reports from the force finance ledger.
- Business cases are put through a QA process to ensure that they further the strategic aims and priorities of the force.
- The budget monitoring report has undergone significant development and now sets out on an objective and subjective basis all revenue and capital spending (devolved, protected and third-party funded) against the relevant profiled amounts as well as examining the projected outturn position. This allows for explicit linkages to be made

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between the in-year results and the published accounts. A grading scheme is applied to financial results, which is the same as that used for operational performance management. While the budget structure has improved, the quality and financial reporting, in particular the ability to realign resources with priorities in year to maximise performance, is weak (see below).

- Overall responsibility for efficiency planning lies with the assistant chief officer (support) ACO(S) who chairs the efficiency plan steering group (EPSG) on which all branches and divisions are represented at a senior level. There is an emphasis upon branches and divisions being held to account for their contribution to the overall efficiency of the force. The PA is kept fully informed about progress on delivering the efficiency plan.
- The procurement strategy identifies and prioritises the use of collaborative procurement opportunities where business benefits are available to the force.
- The estates strategy continues to be implemented, on the basis of achieving best value, in partnership with contractors and consultants and in close liaison with local authorities. The result is the creation of a network of community bases which has increased the number of public contact points accessible to all.
- All divisional/branch financial advisers have attended the Bramshill financial skills course, as have divisional commanders.
- Activity analysis is used to improve resource deployment by examining the annual November activity sampling data and making resourcing changes, which are followed up by additional activity samples throughout the year. This is an example of good practice and this has been recognised in the Audit Commission's assessment of data quality as Excellent.
- The current force resource allocation model is based on the 1998/99 police standard spending assessment guide. The model was last run in 2002, and current resource levels for each BCU are very close to the levels calculated by the model.
- The force resource allocation model is an objective formula for allocating resources.
- BCUs consider the revenue budget and local five-year forecast when determining priorities.
- Benchmarking is used in areas such as finance, procurement and estates to measure effectiveness and to identify best practice. This process enables sound decisions to be made about the reallocation of resources, ensuring increased efficiency in resource use.
- The estates strategy is linked with and informs relevant divisional policing decisions. The objective of the estates strategy is to create an estate that supports the efficient delivery of policing within the community.
- The force has participated in every police Institute of Public Finance (IPF) benchmarking exercise since inception in 2000.
- Improvements in process to achieve efficiencies and contribute to performance continue to be implemented in accordance with best practice, eg electronic pay slips.

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## **Work in Progress**

- The force has commenced investigating the issue of shared services by attending a seminar organised by a finance system provider. The result of this meeting plus information from the Chartered Institute of Public Finance and Accountancy (CIPFA) and the national finance directors' meeting will assist the force in taking the issue further in preparation for the force reorganisation.

## **Areas for Improvement**

- Expenditure on the service per 1,000 and service costs per police officer are both above the MSF group average. Compared with its MSF group, Humberside spends the highest comparative percentage of its budget on transport and premises, and the lowest on police support staff. This reflects the fact that Humberside has an above average ratio of police officers to police support staff.
- The comparatively modest level of police staff is particularly marked in relation to finance staff and this is considered as the key contributory factor around the achievement of more efficient use of resources. While the financial standing of the PA and force is good there is a clear weakness in the management of resources in year, which is evidenced by significant underspends being identified after the year end. A more sophisticated approach and better use of resources will be achieved by improvements in the budget setting process and a more rigorous and challenging approach to financial monitoring during the year to enable resources to be identified and redeployed, in year, to improve performance. Additional professional finance staff should achieve this objective.
- In addition the force accepts that there is a need for performance-led budgeting to be embedded within the force. All budget holders need to link the provision of resources, not just for new resources, to identified performance improvements.
- The force recognises that its resource allocation model needs to be reviewed in order to take account of a number of factors such as developments in the funding of policing.
- The external auditor has noted that the force's preparation and use of activity based costing (as distinct to activity analysis) is Fair.
- Humberside has the highest expenditure per employee on the three areas of supplies and services, premises and transport in the MSF group. These need to be investigated and management plans put in place to address the underlying cost drivers.

**Audit Commission Use of Resources**

Force and Authority: Humberside

<b>Element</b>	<b>Assessment</b>
Financial Reporting	Not Available
Financial Management	2
Financial Standing	3
Internal Control	2
Value For Money	2

Key to grades

1. Below minimum requirements – inadequate performance
2. Only a minimum requirement – adequate performance
3. Constantly above minimum requirements – performing well
4. Well above minimum requirements – performing strongly

The judgements are made by auditors under the Code of Audit Practice and in accordance with guidance issued by the Audit Commission.

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**6E Information Management**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Good</b>	<b>Improved</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
1	9	31	2

**National Position**

The convergence of information and technology streams, and in particular the developing role of the chief information officer, is focusing attention on how forces corporately govern information. The aim in this assessment is to differentiate between forces that are taking an information-based approach to delivery and those that are technology-driven. A raft of emerging standards – notably Management of Police Information (MoPI) – is defining metrics against which performance can be measured, and these will ease the challenge in future assessments. Equally, the need for forces to develop medium-term planning, to consider national strategy in their local planning, and to reflect the requirements of the information technology infrastructure library (ITIL) have all provided some clear measures of success.

It has been a particularly challenging 12 months for forces' information services, as much development work was postponed because of amalgamation proposals. This backlog will need to be addressed in 2006/07, together with work on shared approaches to bridge the level 2 shortfall. The challenge of providing information for the cross-regional information-sharing project (CRISP) and the emerging IMPACT system is considerable. This may require the development of 'confidential' networks and work to meet the requirements of the Unified Police Security Architecture (UPSA) as well as MoPI. These carry as yet unquantified but very considerable costs, as well as resulting in major business change. With constrained budgets and increasing demands, the future poses real challenges as to how forces will manage their information assets.

**Contextual Factors**

Modern police forces cannot function effectively without an extensive IT infrastructure. It is becoming essential that not only is this effective within the confines of the force area but also that there is inter-force operability to maximise cross-border co-operation.

**Strengths**

- The force information management (IM) strategy is fully supportive of the ACPO information systems strategy for the police service (ISS4PS), the Home Office science and technology strategy and the police service capability strategy and plan. The IM strategy also underpins force business strategies and the policing plan and contains a five-year costed business development information plan.
- At the top level there is an information strategy which echoes the ACPO Strategy. Allied to the force IM strategy is the information security strategy. Strategies are underpinned by a comprehensive set of practice directions which are located on the force intranet to be accessible by all police and staff.

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- The ACO(S) provides a proactive lead on IT issues at ACPO level. The head of information systems (IS) sits on the force strategy team and the force programme executive. Additionally, the head of IS is project executive for the infrastructure programme board and is a member of or is represented on various project boards wherever professional IT advice is required.
- The head of IS is the secure email champion for the Humberside region and chairs the multi-agency group overseeing this work and reporting in to the LCJB. He is a member of the ACPO information technology advisory group (ITAG), the deputy chair of the national police society of IT managers (SOCITM) group and represents ITAG on the national project boards for facial images national database (FIND) and national video identification strategy (NVIS). The computer development manager chairs the national police citrix user group.
- The force has an information compliance unit, covering information security, data protection, FoI and vetting. The force information security officer (ISO) is a full-time post. The force is a leader in information security and has already achieved 94% compliance with the ACPO community security policy as measured by PITO in February 2006.
- A programme board manages the IS/IT infrastructure chaired by the ACC (ops support) as sponsor with the head of IS as executive.
- The head of information services sits on the force strategy team, which performs the strategic assessment function of NIM. At the tactical level of NIM, the information services branch (ISB) has representation on the intelligence steering group, as does the force ISO together with the divisions and operational branches.
- Annual targets and PIs are set for the branch based on force performance and business needs. Good use has been made of the ACPO benchmarking toolkit and the head of IS has hosted regional conferences to compare results and formulate improvement actions.
- All NSPIS applications are live including command and control, custody and case preparation with its link to CPS case management. Where available, application interfaces are used to link applications to reduce double keying.
- A CorDM-compliant data warehouse with autonomy search engine provides comprehensive operational and vetting search facilities. The data warehouse provides a long-term accessible home for data from legacy systems and with it in place it is relatively easy to use ETL (extract, transform and load) facilities to populate CRB, INI and similar initiatives. The force provides INI data from crime, nominals (including DV), CP, firearms (Shogun), NSPIS custody and legacy custody.
- The ISB operates a 24/7 service desk which has improved over recent years by increased staffing and appropriate training to the point where around 70% of calls are satisfied first time. Details of all calls to the service desk are recorded in the help-desk packages to allocate and monitor user problems, identify trends and provide management information, eg for the desktop refresh programme.
- The help-desk management package, SUNRISE, is being replaced by the ITIL-compliant SOSTENUTO. Nine ISB staff have been trained in ITIL and three further

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courses scheduled. ITIL-compliant processes are in place for change management and other service management procedures.

- SLAs are in place for both computer and communication units. Annual targets are set and reported on in ISB's annual performance report. The ACPO benchmarking toolkit has been used very effectively and the results demonstrate year-on-year improvements in the customer's perception of the information and communication technology (ICT) service provision.
- The force has provided full data requirements for the CRB from the list of INI agreed systems on a monthly basis with a full refresh every three months. The force has approached the CRB with a view to providing data more often, on either a weekly or daily basis. The processes to achieve this are in place.
- The Athanor package has been procured and installed to satisfy the ETL requirements of the IMPACT programme. Additionally, Athanor supports the data-cleansing requirements of the force. Staff training has taken place earlier in the year and this product is being used to good effect on crime and nominals data.
- The force is fully prepared for the cross-regional information sharing project (CRISP) and awaits the delivery of software or alternative instructions if CRISP is to be a centrally provided service.
- Recent independent audits carried out by a checklist company and the accreditor for police systems assessed the force as being 83% compliant to 7,799 and 91% compliant with the community safety plan (CSP).
- The force has in place good facilities for disaster recovery and business continuity. A business continuity computer suite with full environmental controls has been built at HQ, five miles from the main suite. The force network has been upgraded and equipment is in place to mirror-view crime and intelligence in the first instance.
- The force has been acting in the spirit of the evolving ISS4PS, for instance in data sharing by piloting the link from NSPIS case preparation to the CPS case management system. On the communications front, the force has been pioneering delivery of secure wireless back office information to ANPR vehicles using mobile access routers.

### **Work in Progress**

- A joint project with South Yorkshire Police has commenced which allows detailed searching across databases in both forces using the autonomy search engine.
- Crime, intelligence and DV is being re-engineered into CIS 4, which is being problematic. Acceptance testing is about to begin.
- The IMPRIVATA package has been procured recently and its implementation will provide a single log-on mechanism depending on staff roles and authorisation.
- The ISB staff have a project in conjunction with partner Unisys to continually build more mirrored/resilient systems. Additionally the force has a business continuity project which is providing the necessary information on mission-critical applications

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to help direct the ongoing work. Regular fail-over testing is planned to prove the mirror-view set-up arrangements.

### Areas for Improvement

- Universally, there is a feeling that there is too much reliance on emails. On occasion there are problems in accessing the system and concerns about the backlog when people have not been at work. The perception among staff is that emails are becoming a substitute for more appropriate methods of communication.

## GOOD PRACTICE

**TITLE: DATA WAREHOUSE WITH AUTONOMY SEARCH ENGINE/LEXIS PROJECT WITH SOUTH YORKSHIRE POLICE**

**PROBLEM:** Two years ago the Force developed a Corporate Data Model compliant data warehouse at the hub of its corporate applications. Comprehensive searching facilities are enabled by the Autonomy Search engine.

**SOLUTION:**

The Force launched the LEXIS project in collaboration with South Yorkshire Police. This allows users in both Forces to search either or both Force databases with a single enquiry.

**Ten things you wanted to know about the Data Warehouse but were afraid to ask!!**

1. There are fast approaching 2.4 million total records stored.
2. The average number of new records per month is 35,000.
3. Legacy Command and Control has the largest of the stored records at 1.2 million.
4. The current share of stored documents are: Legacy C&C 50%, Crime 24%, **NSPIS C&C 22%**, Nominals 4%.
5. Total disk usage for the Warehouse totals 169 Gb.
6. There are a total of 301 users in the Force currently.
7. Users are split: D Div 62%, A Div 19%, B Div 11%, C Div 8%.
8. The LEXIS pilot is itself one year old today.
9. The next systems planned for the Warehouse are Legacy Custody (ICJS), NSPIS Custody and Legacy Firearms (Shogun).
10. Work has already begun to include CIS4 as a potential feed.

**OUTCOME(S):** The Lexis project is over one year old. A detailed PowerPoint presentation about the data warehouse and LEXIS which was used at a national meeting is available.

**FORCE CONTACT:** Graham Dawson: 01482-578314

**6F National Intelligence Model**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Stable</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
0	19	22	2

**Contextual Factors**

The NIM is now accepted as a core feature of modern policing. It provides a structured approach to the identification of targets and the prioritisation of activity.

**Strengths**

- The ACC (OS) is the force champion for NIM development and implementation and for intelligence.
- There is clarity between the role and purpose of NIM structures/processes and other strategic and performance management. All NIM structures are in place such as force/BCU strategic and tactical TCGs. Strategic and performance management are aligned.
- All NIM products – strategic assessments, tactical assessments, control strategies and profiles – are now available for viewing by all members of staff on the force intranet as well as the document that supports the daily management meeting.
- All divisions have been inspected against a standard template that has been approved by the NCPE NIM team. All divisions and the force are NIM compliant both in terms of process and products.
- The force principal analyst is responsible for promoting good practice and takes part in regular audits of the level 1 and 2 NIM processes and products along with other intelligence staff responsible for consistency of standards and processes. The principal analyst is also heavily involved in the training of both force and partner analysts and ensures consistency and promotion of skills across the workforce.
- The intelligence manual of guidance contains the force intelligence strategy and guidance to all staff involved in the intelligence environment from operational staff to specialists.
- The tasking and co-ordination practice direction dictates policy and decision-making process based upon national minimum standards. Strategic tasking and co-ordination groups (STCGs) commission the strategic assessments, agree control strategies and set priorities for intelligence, prevention and enforcement. Strategic assessments and control strategies are available via the force intranet.

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- TTCGs agree tactical assessments (adhering to the national template) and recommend targets, hotspots, series, preventative measures (tactical menu), etc, taking account of control strategy. The tactical assessments of the force and divisions are available via the force intranet. TTCGs set objectives and appoint plan owners.
- Regional, force and BCU strategic assessments adhere to the national template and are based on thorough research. The strategic assessments establish the control strategy priorities for the force/BCU which focus on tactical assessments.
- Briefing and debriefing is undertaken using dedicated software, and is assisting in ensuring that operational staff are intelligence led in their everyday work.
- Good practice is placed in a central electronic storage facility which all staff can access for advice, guidance and points of contact.
- Each intelligence bureau has a dedicated source unit, which preserves the sterile corridor and operates a cell intervention policy for the gathering of intelligence from persons in custody and recruitment of CHIS.
- The covert standards unit based within HQ provides an audit function for the authorities' process.
- Training on the sanitisation and evaluation of intelligence has been provided to over 2,000 Humberside Police personnel. In addition, all probationers receive this training as part of their training plan.
- The force has agreed a corporate operating framework that provided divisional commanders with the opportunity to move resources to meet their TTCG demands. As a result, all divisions have a dedicated team that can execute TCG actions from intelligence, enforcement and prevention options. All the key managerial and operational roles are in place, at force and divisional levels. All roles are rank specific in compliance with national minimum standards.
- The appropriate processes are in place at the regional level and produce strategic assessments and control strategies twice per year. Examples of cross-border operations are available together with a number of bilateral operations.
- An audit and inspection schedule has been created which will provide further guidance to these staff and will inform ongoing level 1 and 2 inspections of processes and products. The senior intelligence assistants in divisions are responsible for auditing the review process of intelligence data to ensure compliance with policy.
- Training for intelligence staff is undertaken in consultation with the intelligence policy unit which ensures that standards are maintained across the force and that staff are appropriately trained and supported in their deployment.
- Development of intelligence IT is designed with intelligence specialists fully integrated into the project management team to ensure that all intelligence developments, eg management of police information, Bichard recommendations, NIM, etc are encompassed.

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- The TTCG includes invitations to specific members of partner agencies such as CDRPs and Neighbourhood Watch, and attendance of these individuals is regular. This allows a degree of joint tasking, which it will be possible to develop as the model matures.

### **Areas for Improvement**

- The force should strengthen the links between the agenda of daily management meetings and the actions emanating from TCG decisions.
- The force should introduce a global self-inspection package for NIM that promotes continuous improvement.
- The force should continue to develop systems to define, capture and disseminate community intelligence through the NIM process. In addition to appropriate systems, training and awareness should be provided to officers, staff and relevant partners as to the potential value of community intelligence and how they can effectively contribute to the NIM process. Community intelligence should be embedded as an integral part of the NIM process.
- The force acknowledges that the gathering and actioning of community intelligence is an essential part of neighbourhood policing. It should now consider the introduction of a community intelligence function within the divisional intelligence units in order to enhance the development of community intelligence and its co-ordination in support of neighbourhood policing.
- There is the ability to task CHIS across all of the crime groups represented within the control strategy, although the actual capacity to do this outside of Class A drugs is limited. The need to recruit CHIS for other crime groups has been recognised and is being progressed.
- The force should undertake further development work on the BATS briefing system to ensure items are relevant, focused and timely.
- Although a standard briefing package is in place using dedicated software, the quality of briefings was found to be inconsistent and conducted to a variable standard. The force should focus attention on raising the standard through training and quality checking to maximise the use of the BATS briefing system.
- The reintroduction of the dedicated RPU will enable the force to develop a fully compliant NIM-based approach to strategic roads policing using dedicated staff. Currently with roads policing resources being devolved to BCUs this is not possible.

## 7 Leadership and Direction

### 7A Leadership

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Not Graded</b>

#### National Grade Distribution

Poor	Fair	Good	Excellent
0	4	35	4

#### Contextual Factors

Leadership is one of the key drivers in improved performance. It provides motivation, guidance and inspiration and effective leadership can transform any organisation.

#### Strengths

- The Chief Constable is recognised as being the driving force for the majority of positive change ongoing in the force. This is particularly the case in respect of diversity issues, where he has taken full and involved responsibility. He is considered to be visible, approachable and practical, clearly demonstrating leadership qualities. He clearly wants to engage with staff and strategic partners through face-to-face contact and through the use of the intranet to communicate changes and promote positive news. He maintains a high profile and shows clear leadership of Humberside Police.
- The Chief Constable has published a strategic statement which outlines the force's purpose and how this will be achieved; this is backed up by the force priorities. The priorities have been publicised internally and externally.
- The Chief Constable is the diversity champion and chairs the diversity group which manages, at a strategic level, all issues relating to the six strands of diversity. The IAG is chaired by the ACC (O) and a community member and is responsible for scrutinising the force in respect of diversity. A senior police officer has been assigned to the diversity unit in which the Chief Constable takes an active interest.
- There is a close and constructive working relationship between the force and the PA and measures are being taken to improve the knowledge and understanding of PA members in relation to policing matters. In addition to building relationships with partner agencies the COG also recognises the importance of working with local businesses.
- As part of the PDR process, all chief officers have development objectives with plans to achieve them. These objectives are aimed both at achieving the strategic aims of the force and progressing individual development.

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- Chief officer away days are used both as a team-building process and to develop the vision and strategic direction of the force, or to plan its response to critical challenges.
- The communication strategy outlines the guiding principles, aims and objectives of force communication both internally and externally. Inner Scene, the internal newsletter, provides an efficient and regular communication channel and aims to communicate key force messages and strategy.
- The principles of effective change management are embedded within the force budgetary planning and strategic assessment processes and laid out in the force Business Change Handbook.
- Work is currently under way to implement the incident handling, volume crime and neighbourhood policing models as a programme of work with a responsible chief officer. Real progress is being made with these major pieces of work; the call-handling pilot was a success and the neighbourhood policing pathfinder BCU received favourable reports from Centrex.
- Chief officers recognise the importance of keeping staff informed in maintaining morale and use various forms of internal communication to ensure that this is achieved. The staff survey provides another tool for monitoring and improving staff morale and the Chief Constable has committed to progressing the actions raised in the 2005 survey.
- The Chief Constable recently attended the Gender Agenda conference at which a number of issues were raised which reflected upon morale. An action schedule to address these issues is in place and regular updates appear on the intranet and are reported to the strategy team.
- All of the chief officers are both willing and capable of appearing in all three media: newsprint, radio and television. They portray a positive and strong face of the force and present reasonable and strong arguments indicative of knowing their subject well. A proactive approach with the media has also been taken in responding to any criticism and in managing negative stories.
- The force and the PA have a joint consultation strategy, which recognises the importance of engaging a broad cross section of the community in order to develop a vision for policing that meets the needs of the public. The force works closely with the IAG, which is consulted on documents such as the force communication strategy. The PA now administers the IAG.
- The PA and force have a systematic approach to matching resource allocation with force priorities.
- The DCC is the chief officer lead on the police reform agenda and has oversight of the full range of linked initiatives. Police reform is seen as an ongoing process and while many initiatives are already in place others are in progress.
- The DCC chairs the force audit board and jointly chairs the best value steering group with the PA. Both of these bodies are concerned with identifying areas for improvement, particularly ones which will impact on the performance of the force,

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implementing recommendations and evaluating that improvements have been made.

- The force executive maintains a genuine 'open-door' policy with the staff associations and people spoke confidently about that arrangement. They felt able to access this facility whenever they needed to. This is supplemented by a system of formal meetings and representation at key meetings, eg strategy group, training supervision board, etc.

### **Areas for Improvement**

- It is recognised that the resource allocation model needs to be reviewed in order to take account of a number of factors such as developments in the way that police forces are funded.
- The force does not have an overarching action plan or steering group for the management of the police reform agenda. Although the DCC has oversight of the full range of linked initiatives, management of the process would be aided by an appropriate action plan.
- The COG should continue to drive the leadership development programme.
- While the force is moving from a position in which divisions had a high degree of autonomy and independence to one of greater co-operation and corporacy, progress has been sporadic and is incomplete. The command team should be mindful that while a level of flexibility and innovation is essential to encourage improvement, minimum standards of corporacy should, when agreed, be maintained.
- Concern was expressed that the force practice directions, intended to give guidance to staff, were unwieldy, prescriptive and not user friendly. An example of this is the grievance procedure, which is bulky, and mediation is only featured at the end of the policy. Comments were also made about the tone of the practice directions, which included an unnecessary threat of disciplinary action in the event of misuse or non-compliance.

**7B Performance Management and Continuous Improvement**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Improved</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
0	12	26	5

**Contextual Factors**

A performance culture must permeate a force to ensure that all staff focus on the goals and activities set through effective leadership. The tools must also be present to measure performance to ultimately provide a better service to the public of Humberside. The PA plays an active role in monitoring performance at many different levels in the force and holds the force to account.

**Strengths**

- The COG has a clear vision for the force with the focus being on implementation of effective call handling and the volume crime and neighbourhood policing models. These priorities have been clearly and extensively communicated both internally and externally.
- A new performance management structure of meetings and conferences has been put in place and is articulated in the Performance Management Handbook. The performance management process is based on data from the performance management guide (PMG) and iQuanta. The PMG is available to all staff and provides clear and accurate data to enable appropriate decision making.
- NMIS is the principal system for providing the crime and detection figures, giving access to up-to-date information on a daily basis. The PDU is currently in the process of implementing a daily performance report that contains crime and sanction detection figures for the main crime types, at force level and by division.
- Each branch has its own suite of Pis, which are currently being reviewed and developed by the PDU. Performance in relation to these indicators is reviewed at the branch tactical performance conferences.
- The force PDR process mandates all units to have objectives that are clearly linked to individual PDRs, further reinforcing the importance of individual performance.
- The 2005 policing plan was written after meaningful consultation with the four CDRPs in order to ensure that the priorities of the force and those of the CDRPs reflected and complemented one another. The PA has ensured that CDRPs have also been involved and consulted in the development of the 2006 policing plan.

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- The COG meets weekly to manage the day-to-day business of the force; the strategy team comprises chief officers, divisional and branch heads and other key personnel and meets monthly to manage the strategic business of the force. Divisional and branch heads manage downwards via SMTs and unit heads to ensure that the day-to-day business of the force is managed in accordance with the decisions of the COG and strategy team.
- The force's Business Change Handbook lays out the process with regards to decision making as well as the roles of the COG and strategy team. Devolved decision making is seen as an essential part of effective management; however, the COG and strategy team retain strategic oversight and maintain corporacy.
- Strategic planning is co-ordinated with NIM processes, is iterative and linked into the performance management cycle, and is a key component of the Chief Constable's performance conferences.
- Resourcing is currently closely aligned to the force priorities and the force will move resources in accordance with the NIM process in response to particular problems as well as in line with priorities.
- The force is progressing with the implementation of NCPE doctrine and has a managed structure in place, led by the ACC (OS) and involving key stakeholders, to deliver compliance.
- There is a close and constructive working relationship between the force and the PA. Themed information sessions are held regularly which are aimed at improving members' understanding of force issues and keeping them up to date. The PA is fully involved in BVR process. PA members sit on several force boards such as custody and audit and professional standards, and a constructive relationship is evident.
- The DCC leads on performance and chairs the vanguard board (now renamed Pegasus programme board) and has demonstrated commitment to improving performance through various measures. Each chief officer is responsible for challenging and raising performance levels within their areas of responsibility.
- Each branch and division is held to account by chief officers at 'tactical conferences'; these are held monthly in respect of operations, crime management branch and divisions and six monthly for all other branches. Although there is robust questioning by chief officers, the style for all strategic and tactical level conferences remains supportive. Individual and team productivity is monitored through use of the work allocation database (WAD). Areas of poor performance have been built into the audit and inspection programme.
- The force maintains a formal and effective commendation programme and the relevant practice direction outlines a three tier process in which success can be celebrated: through PDR, through divisional commander/branch manager's commendation or through a Chief Constable's commendation.
- Key staff are given the final results of the contact surveys and the BCS at the end of every year, from which an action plan is constructed to address any issues requiring attention. Any issues arising are addressed through the performance management cycle Humberside have put into place.

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- The force has a Communication Strategy, which provides a corporate approach to communicating both internally and externally. The strategy lays out the guiding principles for force communication and details clear objectives and commitments in respect of internal and external communication.

### **Areas for Improvement**

- The performance culture is not yet embedded fully in the organisation. There is some resistance among some staff to performance monitoring, dip sampling and a resistance to intrusive supervision. The force should restate the directions given in the Performance Management Handbook in relation to team, unit and individual performance and as to what is expected of first-line managers and supervisors.
- A corporate approach to performance management should be developed for collection and collation of policing activity, both quantitative and qualitative, towards local objectives and policing priorities. In line with reducing bureaucracy the force should explore the feasibility of central collection of individual performance data utilising its IT functions. Where appropriate, necessary awareness training should be delivered.
- The force should continue to develop its performance management framework to cover support departments such as the special operations unit.
- The force should heighten the status of performance management and the aim to make improvements by displaying posters and up-to-date performance statistics in view of staff. There was little knowledge among staff about relative performance at police constable, sergeant and inspector level in one BCU. Posters highlighting force and BCU policing priorities would aid this approach.
- Accountability mechanisms could be more robust in that allocated tasks and actions should be rigorously pursued and audited, thereby ensuring that performance improvement is achieved.
- While some teams have PIs, there are limited formal meetings, below the rank of inspector, to review performance and hold staff to account. One exception is the crime investigation team, where monthly meetings are held by senior management to review investigative performance with an emphasis on key activities such as sanction detections, intelligence submissions, etc.
- There was concern over the knowledge of the force/divisional priorities and whether staff would know what was contained in the divisional control strategy.
- Divisions do not have an effective forum to exchange good practice or co-ordinate effective responses to procedural or systemic problems. The result is that each division addresses issues in isolation. This is neither efficient nor effective. The monthly performance forum should be utilised to address this issue.
- Specific PIs do not exist for neighbourhood officers or PCSOs. With the planned introduction of significant numbers of PCSOs it is important that as well as being clear about their role and responsibilities, they are clear about what level of activity is

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expected from them. It is therefore necessary to consider the introduction of PIs for the neighbourhood policing function and response.

- The performance challenge meetings observed varied in quality and level of detail. More challenge of individuals is necessary using data from key enablers that underpin the headline indicators, eg forensics, fixed penalty tickets for crime, TIC, stop search, number of detections per group/team etc. Currently they are primarily information meetings with updates on actions. The force should ensure that such meetings provide a robust challenge.

## GOOD PRACTICE

**TITLE: 7B "In House Bureau"**

**PROBLEM:** A business need for temporary staff with particular skills at short notice was identified as being fundamental to Division and Branch ability to respond effectively and resource fluctuating service demands.

**SOLUTION:**

The Force had previously used recruitment agencies to meet this need at a significant cost, however, start dates were often delayed whilst agency staff were security vetted before being permitted on site. In addition there was no fair and open process by which the contract could be extended or made permanent without further advertising and recruitment activity. This was often a cause of frustration for managers.

To overcome the identified problems the In House Bureau was established to recruit and maintain a database of individuals whose skills have been assessed, who have been security and medically cleared and are ready to work on short term temporary contracts. Research was undertaken to establish the most commonly used skills and it was identified that the following generic roles and skills were most often required:

Clerical posts

Administrative posts

Secretarial posts

Customer contact roles (e.g. Enquiry Officer, Witness Escorts etc)

Salary levels were set for each of the generic job families which reflect the appropriate salary for the job.

A selection process was developed which allows us to carry out an initial telephone pre screening interview with candidates to establish what generic skills they possess. Those that demonstrate the required level are then invited to attend an interview which establishes in more detail the depth and breadth of the skills and experience that they have so that they can be matched with the right post. Once the relevant vetting, references and medical have been carried out, individuals are registered on the In House Bureau Database.

Once a request is received the database is interrogated for a match in relation to the skills possessed, availability and location. Once a match is found, the individual is contacted and provided with details of the role. Appointments are made on the basis of a temporary contract and the individual benefits from all the conditions of service that

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apply to all other employees. They also become eligible to apply for all internal vacancies. If the post subsequently becomes permanent and the temporary member of staff is performing satisfactorily, subject to a qualifying period they are slotted into the post. This removes the need for an additional selection process and ensures continuity.

During a six month period we have placed 67 individuals through the Bureau, almost half being within a clerical role. We are currently expanding the pool of people available with police skills for use in Major Incidents etc. All retiring police officers are contacted to establish if they are interested in registering with the Bureau. In addition we advertise regularly in the local press and full details are contained on the website where individuals can register their interest.

**OUTCOME(S):**

The introduction of the Bureau has removed the need for us to use Recruitment Agencies and given us more control over the quality of our temporary workforce. We are able to respond quicker and use a pool of temporary workers who are over a period of time increasing their knowledge and understanding of the organisation, thereby reducing the initial training period. In addition, we are able to offer better terms of employment to our temporary staff without increasing costs.

**FORCE CONTACT:** Linda Horner 01482 808006

## Appendix 1: Glossary of Terms and Abbreviations

### A

ABC	Acceptable Behaviour Contract
ACC	assistant chief constable
ACC (O)	assistant chief constable (operations)
ACC (OS)	assistant chief constable (operations support)
ACO (S)	assistant chief officer (support)
ACPO	Association of Chief Police Officers
AFO	authorised firearms officer
AJU	administration of justice unit
ANPR	automatic number plate recognition
ARV	armed response vehicle
ASB	anti-social behaviour
ASBO	Anti-Social Behaviour Order

### B

BATS	briefing and tasking system
BCS	British Crime Survey
BCU	basic command unit
BVR	best value review

### C

CBM	community beat manager
CBRN	chemical, biological, radiological and nuclear
CDRP	crime and disorder reduction partnership
Centrex	the national police training organisation
CHIS	covert human intelligence source
CIA	community impact assessment
CID	criminal investigation department

CIPFA	Chartered Institute of Public Finance and Accountancy
CIS	criminal intelligence system
CMB	call-management bureau
COG	chief officer group
COMPACT	Community Policing and Case Tracking System
CorDM	corporate data model (national data standards and structures for police systems)
CP	child protection
CPS	Crown Prosecution Service
CRB	crime recording bureau
CRE	Commission for Racial Equality
CRISP	cross-regional information sharing project
CRM	customer relationship management
CSCC	customer service crime centre
CSI	crime scene investigator
CSP	community safety plan

**D**

DCC	deputy chief constable
DCI	detective chief inspector
DDA	Disability Discrimination Act
DI	detective inspector
DMS	duty management system
DV	domestic violence

**E**

EPSTG	efficiency plan steering group
EQIA	equality impact assessment
ETL	extract, transform and load
ETMP	effective trials management programme

**F**

FDG	force diversity group
FDO	force duty officer
FIB	force intelligence bureau
FIC	firearms incident commander
FIS	force intelligence system
FLO	family liaison officer
FoI	Freedom of Information Act 2000
FPN	fixed penalty notice
FPT	family protection team
FPU	family protection unit

**G**

GPA	Gay Police Association
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**H**

HCJB	Humberside criminal justice board
HMIC	Her Majesty's Inspectorate of Constabulary
HOLMES	Home Office Large Major Enquiry System
HQ	headquarters
HR	human resource(s)

**I**

IAG	independent advisory group
ICF	integrated competency framework
ICIDP	Initial Crime Investigators' Development Programme
ICS	integrated crime strategy
ICT	information and communications technology
IHIT	incident-handling improvement team
IHU	incident-handling unit

IM	information management
INI	IMPACT nominal index
IPLDP	Initial Police Learning and Development Programme
iQuanta	a web-based tool for policing performance information and analysis, developed by the Police Standards Unit (PSU) of the Home Office
IRT	incident resolution team
ISB	information services branch
ISO	information security officer
ISS4PS	information systems strategy for the police service
IT	information technology
ITAG	information technology advisory group
<b>K</b>	
KPI	key performance indicator
KSI	killed or seriously injured
<b>L</b>	
LCJB	local criminal justice board
LCJG	local criminal justice group
LGBT	lesbian, gay, bisexual and transgender
LRF	local resilience forum
LSCB	local safeguarding children's board
LSP	local strategic partnership
<b>M</b>	
MAPPA	multi-agency public protection arrangements
MAPPP	multi-agency public protection panel
MCU	major crime unit
MIR	major incident room
MIT	major incident team
MOU	memorandum of understanding

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MSF most similar force(s)

**N**

NBM neighbourhood beat manager

NBO neighbourhood beat officer

NCHS National Call-Handling Standards

NCIS National Criminal Intelligence Service

NCPE National Centre for Policing Excellence

NCRS National Crime Recording Standard

NCS National Crime Squad

NIM National Intelligence Model

NOS National Occupational Standards

NPT neighbourhood policing team

NRF neighbourhood renewal fund

NSIR National Standards for Incident Reporting

NSPIS National Strategy for Police Information Systems

**O**

OBTJ offence brought to justice

OSC Office of the Surveillance Commissioners

Osman Osman v UK (1999) 1 FLR 193, where the court established that in certain circumstances the state has a positive obligation to take preventive measures to protect an individual who is at risk from the criminal activities of others

**P**

PA Police Authority

PACE Police and Criminal Evidence Act 1984

PCSO police community support officer

PDR personal development review

PD practice direction

PDU	performance development unit
PID	project initiation document
PIP	professionalising the investigative process
PI	performance indicator
PITO	Police Information Technology Organisation
PMG	performance management guide
PNC	Police National Computer
POCA	Proceeds of Crime Act 2004
PPAF	policing performance assessment framework
PRINCE2	Projects in Controlled Environments 2 (project management methodology)
PSD	professional standards department
PSU	Police Standards Unit
PURE	police use of resources evaluation
PYO	persistent young offender

**Q**

QA	quality assurance
QFG	quarterly firearms group
QoSC	quality of service commitment

**R**

RES	race equality scheme
RCS	roads crime section
RIG	regional intelligence group
RIPA	Regulation of Investigatory Powers Act 2000
RMO	risk management officer
RPU	roads policing unit
RRAA	Race Relations (Amendment) Act
RTC	road traffic collision

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**S**

SAR	suspect activity reports
SIO	senior investigating officer
SIU	scientific intelligence unit
SLA	service level agreement
SMT	senior management team
SOCA	Serious Organised Crime Agency
SOU	specialist operations unit
SPP	special priority payment
SSCF	safe and strong community fund
SSM	scientific services manager
STCG	strategic tasking and co-ordination group

**T**

TCG	tasking and co-ordination group
TTCG	tactical tasking and co-ordination group

**V**

ViSOR	Violent and Sex Offenders' Register
VPN	virtual private network
VSS	victim support service

**W**

WAD	work allocation database
WCU	witness care unit

**Y**

YOT	youth offending team
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