

**Inspection of Kingston upon Hull BCU  
Humberside Police  
July 2005**



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## Introduction

1. Between 11 and 15 July 2005 Her Majesty's Inspectorate of Constabulary conducted the Inspection of Hull Basic Command Unit (BCU).
2. There are over 300 Basic Command Units (BCUs) in England and Wales and no two are alike. They vary in size from a little over 100 officers to over 1,000; some serve densely populated, ethnically diverse inner cities, while others cover vast tracts of sparsely populated countryside. What they do share are some key aims and objectives, specifically to work with partner agencies on reducing crime in their areas, and do so with integrity. Scrutiny of police performance is shifting from aggregate Force outcomes to the performance of individual BCUs, with the recognition that policing is essentially a locally delivered service. However, BCUs are not islands – they operate within a framework of policy and support determined by headquarters based chief officer teams. The precise configuration of policing units and the balance of resources between HQ and BCUs varies across the 43 Forces in England and Wales.
3. The focus on performance in reducing crime and disorder is likely to be relentless. Forces and police authorities, working with local authorities and other community safety partners, will need to raise their game year after year. Indeed, the statutory regime of Best Value demands 'continuous improvement' and an array of sanctions exist if authorities fail to deliver this. The Government recognises the need for additional resources in the fight against crime, and the 2004-07 comprehensive spending review (CSR) settlement is acknowledged to be the most generous the police service has received for many years. More police officers, better communications and information technology, and ever more sophisticated forensic techniques should all enhance police effectiveness. However, the potential for the service as a whole to deliver better results in crime reduction and detection cannot conceal an inescapable fact – that performance between BCUs operating in similar policing environments and with comparable resources varies to a degree that is at times remarkable.
4. Leadership by BCU commanders is probably the single most important determinant of BCU effectiveness. The responsibilities of command are significant, and some superintendents are not well supported in terms of the strength of their management teams and/or the quality and quantity of support from headquarters. Without exception, staff in pilot sites wanted their management teams to be more visible and accessible. One outcome from BCU inspections should be a better understanding of the practical manifestations of effective leadership.
5. In trying to make sense of the variations in operational performance that exist – to differing degrees – in every Force, a key ingredient is *focus*. The best performers focused efforts of their staff through timely, dynamic local briefings that are supported by a well managed intelligence system. They set targets and make sure that staff are aware of them, they communicate results and celebrate success. They define responsibilities and hold individuals to account for how they have used their time. In some BCUs this performance culture is absent, reflected in the fact that the personal development review (PDR) system of setting and monitoring individual goals is in abeyance. A nationwide rolling programme of inspections that focus upon performance and leadership is thus likely to produce an upturn in results.

**Note:** For consistency the term Basic Command Unit (BCU) will be used throughout this report, although within Humberside Police local policing is delivered through a divisional structure.

## Overview

1. The Humberside Police area covers approximately 3,512 square kilometres and has a population of over 900,000. The resident minority ethnic population is estimated to be approximately 1.6% of the total.
2. The area boasts an exceptional trade and industry record, with the Humber ports of Immingham, Goole and Hull accounting for more than 15% of United Kingdom overseas trade.
3. The Force has over 2,275 police officers, 1,269 police staff, 354 special constables and 20 police community support officers (PCSOs).
4. The Force is divided into four policing BCUs, which are known locally as divisions. There are four unitary local authorities in the Force area and their boundaries are coterminous with the boundaries of the BCUs.
5. Humberside Police is headed by the chief officer group, which has responsibility for the strategic direction and control of the Force. The chief officer group comprises of:
  - Chief Constable;
  - deputy chief constable;
  - assistant chief constable – operations;
  - assistant chief constable – operations support; and
  - a chief officer responsible for resources.
6. The total annual revenue budget in 2005/06 for the Force is £156.9 million. Financial management is highly devolved with 72% of the total budget being devolved to BCU level.
7. The scheme of delegation allows the BCU Commander to vire up to £100,000 across budget heads. Virement of over £100,000 and up to £250,000 requires the permission of the Chief Constable and the Chair of the Police Authority. Virement over £250,000 requires the endorsement of the full Police Authority.
8. Income generation is encouraged across the Force, with the incentive that the BCU generating the income is allowed to retain the monies.

## Kingston upon Hull BCU

9. Hull is an historic city situated on the north bank of the Humber estuary and is one of Yorkshire's major centres.
10. Hull BCU is coterminous with the Kingston upon Hull City Council boundary.
11. The BCU has a resident population of 268,000 people, which swells daily to around 460,000 as people enter the city to work, shop and visit leisure facilities. The BCU covers an area of almost 103.6 square kilometres.

**12.** Hull BCU headquarters is housed within the police station at Queens Gardens. The BCU has two other main deployment centres situated at Tower Grange and Bransholme police stations. There are several other police buildings throughout the BCU that house other facilities such as custody, local partnership and crime investigation teams.

**13.** The BCU has a budgeted strength of 667 police officers, 143 police staff, 110 special constables and six PCSOs.

**14.** The BCU Commander is a chief superintendent. He is supported by a senior management team (SMT) consisting of:

- Superintendent (operations);
- detective superintendent;
- superintendent (partnerships/director of Citysafe);
- chief inspector (personnel and support);
- chief inspector (local policing teams);
- detective chief inspector (crime systems and family protection);
- detective chief inspector (investigation);
- chief inspector (management services unit);
- chief inspector (tactical operations);
- chief inspector (incident resolution teams (IRT)); and
- divisional finance and resources manager.

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

**16.** The issues were further explored through a series of interviews, meetings, focus groups and unscheduled visits during the week of the field Inspection. A total of 161 people were seen and involved in this process. A number of reality checks (discussions and unscheduled meetings with staff) were performed during this period, which included visits to the outlying police stations.

**17.** The BCU Inspection concluded with a verbal debrief to the BCU Commander and his SMT, and a separate 'overview' debrief with the assistant chief constable (operations support).

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

# Part One – Leadership

## The BCU Management Team

### BCU Commander

**1.1** The BCU Commander is a chief superintendent who has completed almost 21 years' service. He initially joined West Yorkshire Police and served in a number of uniformed roles as well as corporate development. He spent two years working for Her Majesty's Inspectorate of Constabulary as a staff officer. The Commander joined Humberside Police in July 2001 on promotion to superintendent. He initially worked within corporate development and then as superintendent (operations) at Grimsby, before taking over his current post in December 2004.

### Superintendent (Operations)

**1.2** The superintendent (operations) has 21 years' service and has held his current post since July 2004 when he joined Humberside police on promotion. He worked previously for Northamptonshire Police and undertook a variety of roles including firearms, operations support and CID. He took a career break between 2001 and 2003 to enable him to work with a professional rugby club. Since joining the BCU he has revamped the tasking process, is responsible for the policing of Hull City football club and manages the violent crime project, which is funded by the Home Office.

### Detective Superintendent

**1.3** The detective superintendent has completed almost 24 years' service, having joined Humberside police in 1981. He was promoted to superintendent in 1999 and joined the BCU in February 2005 in his current role. His service has included both uniform and detective roles. He has worked previously as the director of intelligence and controller of the Force major crime unit before becoming head of crime for the BCU.

### Superintendent (Partnerships/Director of Citysafe)

**1.4** The superintendent (partnerships/director of Citysafe) has 25 years' service all within Humberside police. He has a strong background in uniform duties performed at various ranks and has worked as a staff officer to the assistant chief constable. In his previous post he was a detective chief inspector responsible for leading on a number of murder enquiries and an out of Force enquiry assisting the Independent Police Complaints Commission (IPCC). He was promoted to superintendent in February 2005 when he took up his current post.

### Chief Inspector (Personnel and Support)

**1.5** The chief inspector (personnel and support) has 26 years' service all within Humberside Police. He has worked operationally in three out of the four Humberside BCUs. In 2003 he was seconded to the personnel branch to develop and introduce the Special Constabulary allowance scheme. He joined the BCU on promotion in August 2004.

### Chief Inspector (Local Policing Teams)

**1.6** The chief inspector (local policing teams) has 25 years' service all within Humberside Police. He has a background in partnership working and proactive

policing. He was promoted in July 2004 to his current post where he has responsibility for the local policing teams and the community copshops.

#### **Detective Chief Inspector (Crime Systems and Family Protection)**

**1.7** The detective chief inspector (crime systems and family protection) has 20 years' service mostly within the Metropolitan Police. He joined Humberside Police in August 2004 on promotion to detective chief inspector. He has recently been on secondment to Sri Lanka, where he was the senior officer responsible for identification of international missing persons, following the Tsunami disaster. He has had similar experiences in Kosovo in 2002. On his return to the BCU in June 2005, he has taken over this newly created post having previously worked predominantly as the violent crime champion.

#### **Detective Chief Inspector (Investigation)**

**1.8** The detective chief inspector (investigation) has 25 years' service. She initially worked for Humberside Police for six years before transferring to Lincolnshire Police. After 12 years service with Lincolnshire, she returned to Humberside Police in March 1998. Her career has been predominantly within CID. She has experience of setting up a burglary team in 1999 and running a volume crime operation in 2002. She is a qualified senior investigating officer. The detective chief inspector was promoted to her current post in June 2004.

#### **Chief Inspector (Management Services Unit)**

**1.9** The chief inspector (management services unit) has 19 years' service all within Humberside Police. He has worked in both uniform and detective roles including covert human intelligence source management. He joined the BCU on promotion to chief inspector in July 2004 and assumed responsibility for the management services unit in June 2005.

#### **Chief Inspector (Tactical Operations)**

**1.10** The chief inspector (tactical operations) has almost 18 years' service, spending his first 11 years in the Metropolitan Police, before joining Humberside Police as a constable in 1997. He has a mixture of uniform and detective experience with a period as staff officer to the Chief Constable. He was promoted to chief inspector in April 2004 and joined the BCU in March 2005 with responsibility for the management services unit. In June 2005 he became responsible for tactical operations. He is currently studying for an MBA.

#### **Chief Inspector (Incident Resolution Teams (IRT))**

**1.11** The chief inspector (incident resolution teams) has 19 years' service commencing in the Metropolitan Police and transferring to Humberside as a sergeant in 1992. She has a background in uniform duties at various ranks including a spell as staff officer in 1995. In January 2000 she led on the human rights project. She also has four years' experience of managing the northern communications centre. She joined the BCU in September 2002 as a local policing team inspector. She was made temporary chief inspector (operations) in January 2004 and was made substantive in the role in May 2004.



## Divisional Finance and Resources Manager

**1.12** The divisional finance and resources manager joined Humberside Police and the BCU in 1996 as a divisional administration officer. She had previously had experience of working in both the public and private sectors, including nine years within the National Health Service at several authorities. Her experiences have included working as a senior internal auditor, transport manager, business administration and human resource planning. Alongside her degree she also holds a diploma in administrative management.

## Strategic Management

### Background

**1.13** In the autumn of 2003, Her Majesty's Inspectorate of Constabulary subjected Humberside Police to a Force baseline review and a BCU Inspection of B Division. Both reviews raised concerns regarding performance. (As a parallel development, Her Majesty's Inspectorate of Constabulary conducted an Inspection into matters surrounding the Force involvement with Ian Huntley, examining in some detail the intelligence handling process within the Force.) The family of most similar forces (MSF) for Humberside was also changed. This left the Force needing to make reductions in crime and increases in detections of around 20% in order to be within the required 10% of the MSF group by April 2006. The police standards unit (PSU) formally engaged with the Force in October 2003 to assist in achieving this goal.

**1.14** Humberside Police regarded PSU engagement as a positive opportunity to refocus the Force on performance and consistent standards. On 1 July 2005, just prior to the BCU Inspection, Humberside Police, Humberside Police Authority, Her Majesty's Inspector of Constabulary and the PSU formally signed the protocols for disengagement.

**1.15** In June 2005, just prior to the BCU Inspection, Hull BCU went through a restructuring exercise known as Operation Alec. The restructuring has totally redesigned the model of policing and in essence has created three main areas of delivery:

- Incident resolution teams (operational response);
- local partnership teams (community policing); and
- crime investigation teams (investigation).

**1.16** The BCU Commander has produced a two-page statement of purpose, entitled 'One City One Purpose' to compliment Operation Alec. The document outlines the headline changes that have been recently introduced.

**1.17** Humberside Police has produced a policing plan for 2005/08 that combines the local policing plan and the three-year strategic plan. It takes full account of the key priorities and targets set within the national policing plan:

- Reduce overall **crime** – including violent and drug-related crime – in line with the Government's Public Service Agreements (PSAs);

- provide a **citizen-focused** police service which responds to the needs of communities and individuals, especially victims and witnesses, and inspires public confidence in the police, particularly among minority ethnic communities;
- take action with **partners** to increase sanction detection rates and target prolific and other priority offenders;
- reduce people's concerns about crime, **anti-social behaviour and disorder**; and
- combat **serious and organised crime**, within and across Force boundaries.

**1.18** In addition, Humberside Police has identified a number of local priorities to underpin each of these national priorities:

#### **Crime**

- Reduce and detect crime;
- target hate crime; and
- target domestic violence.

#### **Citizen focus**

- Conduct and evaluate consultation on customer satisfaction;
- high visibility policing;
- improve call handling; and
- extend the police family.

#### **Partners**

- Drugs intervention programme; and
- target prolific and priority offenders.

#### **Anti-social behaviour and disorder**

- Dedicated anti-social behaviour teams; and
- tackling anti-social behaviour on roads.

#### **Serious and organised crime**

- Asset recovery;
- major incident teams; and
- countering terrorism.

**1.19** Kingston upon Hull BCU has produced a divisional policing plan for 2004-07, which details the priorities as:

- Reduce offences of burglary of the home;
- reduce offences of theft of, and theft from motor vehicle;
- reduce offences of robbery, especially street robbery;
- arrest and prosecute class A drug suppliers;
- increase the number of sanction detections; and
- reduce the number of killed and seriously injured collision victims.

**1.20** Hull Citysafe Crime and Disorder Reduction Partnership (CDRP) is committed to ‘working in partnership to develop safer stronger communities’. The CDRP priorities include:

- Reducing overall crime by 30% with particular reference to the priorities of violent crime, vehicle crime and dwelling burglaries (PSA 1);
- reassuring the public, reducing fear of crime and anti-social behaviour, and building confidence in the criminal justice system (PSA 2); and
- reducing the harm caused by illegal drugs (PSA 4).

**1.21** The BCU has a national intelligence model (NIM) control strategy, which includes the following threats/issues:

- Violence against the person – domestic violence;
- violence against the person – alcohol related crime and disorder;
- theft from motor vehicle;
- class A drug supply;
- criminal damage; and
- football related resourcing and disorder.

**1.22** The BCU control strategy was last updated in April 2005.

**1.23** The head of personnel at Force headquarters leads corporately on personnel management issues. Personnel management is locally represented on the BCU SMT by the chief inspector (personnel and support). Some corporate personnel policies are very much designed to cater for the needs of individual members of staff, sometimes to the apparent detriment of the needs of the communities and the organisation. Whilst this may be a perception, some members of the SMT felt that personnel policies sometimes hindered operational progress, rather than enhancing delivery by having the right people in the right place at the right time. A generic example of this perception was the practice guidance surrounding flexible working.

**1.24** The inspection team felt that the SMT would benefit from a qualified personnel professional on its team, who could properly interpret personnel legislation, advise on how to progress issues to the operational advantage and have the professional knowledge and qualifications to credibly support those decisions in a court. The employment of a personnel professional would also:

- Provide a greater level of continuity in the role and, consequently, greater stability within the SMT;
- allow management decisions and their potential effects to be considered from a different viewpoint, providing a more independent look at the personnel issues that affect policing;

- create an alternative point of contact on the SMT for police officers and police staff;
- offer better representation at a senior level of the needs of the increasing numbers of police staff; and
- allow the chief inspector, who represents an expensive resource, to be better utilised elsewhere in the BCU.

### RECOMMENDATION 1

**Her Majesty's Inspector of Constabulary recommends that the SMT, in liaison with the chief officer group, give consideration to the appointment of a personnel professional to the BCU SMT.**

## Operational Leadership

**1.25** The accessibility, approachability and visibility of the Hull SMT were viewed as mixed. Visibility and accessibility was quite good at the BCU headquarters, particularly on the second floor where the SMT offices are housed. However, visibility was viewed as much poorer further away from headquarters, towards the outlying stations. Her Majesty's Inspectorate of Constabulary had some sympathy with this challenging task in such a large city based BCU.

**1.26** The SMT has a system of weekend cover, where a nominated SMT member goes out on public order patrol on Friday and Saturday evenings. This is well received by staff. Visibility could be further improved by the introduction of a diarised programme. The BCU Commander already employs this approach, blocking out diary time to be spent out at other police stations and on patrol. He refers to this as 'golden time'. **Her Majesty's Inspectorate of Constabulary suggests that other members of the SMT employ this approach to increasing SMT visibility.**

**1.27** The SMT is large in size with the 12 members sometimes 'stepping on each other's toes'. Some SMT members felt that the management team was too large and that a small reduction in numbers would allow the BCU to provide greater resilience at middle management and operational level. The SMT has only recently come together through the Operation Alec changes and understandably there have been some natural tensions. The divisional finance and resource manager is the longest serving member of the SMT, and is well respected amongst many of the BCU staff. She also provides stability and corporate memory, which will be of great benefit to the new team. Her Majesty's Inspectorate of Constabulary was quite clear that the involvement in some team building activities and an exercise in 360 degree appraisal would:

- Alleviate some of these tensions;
- assist with team cohesion; and thereby
- lead to improved performance.

## RECOMMENDATION 2

**Her Majesty's Inspector of Constabulary recommends that members of the SMT undertake some team building activities to alleviate natural tensions; assist in team cohesion; and thereby improve performance.**

**1.28** The BCU Commander is currently in the process of developing some command protocols, which will assist members in understanding how their individual area of business dovetails with other members' business. The command protocols may lead to a rationalisation of the number of members on the Hull SMT. There is currently one extra superintendent and one extra chief inspector employed due to an external funding initiative and an extra detective chief inspector, which is a legacy from the formation of the Force major incident team. **Her Majesty's Inspectorate of Constabulary will watch these developments with interest.**

### Organisational Culture

**1.29** The organisational culture of the BCU is transparent, honest and respectful. The inspection team heard strong messages of integrity. Staff are very busy, sometimes caught in a reactive cycle. Part of this is because they are busy, but part of this is the settling down of the new structures. Police staff feel happy, valued and fully integrated as members of the police family.

**1.30** The ongoing changes within the BCU are creating some confusion. There is a need for greater communication in the division to enable people to be informed, understand and participate in these developments. There is no facility for staff to be involved in two-way communication opportunities where they are able to access BCU information. Prior to the launch of Operation Alec, the SMT held three formal presentations, where sergeants and police staff equivalent were able to express their views and ask questions of the SMT. These presentations were very well received and staff expressed the view that they would welcome the formalisation of such opportunities.

## RECOMMENDATION 3

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

### Operational Policing

**1.31** Operational policing is delivered by three incident resolution teams (IRTs) based at Tower Grange, Beverley Road and Bransholme. The IRTs operate a five-shift system, with an inspector leading each shift.

**1.32** These inspectors play a crucial role in ensuring that the BCU provides a high quality of service to the public. As well as leading the teams, they also manage critical incidents and have the delegated authority to direct all operational staff during their tour of duty.

## **Community Policing**

**1.33** Community policing is delivered through local partnership teams (LPTs). An inspector leads each of the LPTs. The LPTs are based at seven sites within Hull BCU:

- North Carr;
- Park;
- West;
- Wyke;
- Riverside;
- Northern; and
- East.

**1.34** Each one of the sites benefits from a purpose built police station, which is a positive legacy of historic decisions regarding policing style. The inspection team visited the West LPT. Each of the local partnership areas are coterminous with the political, health and fire service boundaries. This is undoubtedly a sensible arrangement, which will reap really positive rewards for the BCU.

**1.35** Historically, Hull BCU has suffered relatively high levels of recorded violent crime and disorder and in 2004 this resulted in sections of the media giving Hull the unenviable label of ‘the most violent BCU in England and Wales’. This brought the BCU firmly under the spotlight of the Home Office ‘Tackling Violent Crime Programme’ (TVCP). Since that time, the BCU has ploughed a great deal of energy, effort and resources into tackling violent crime. One particular element of this approach has been the establishment of a safer entertainment zone (SEZ). This has been a multi-agency approach to reducing violent crime in those areas where most offences were being committed. This area is predictably focused around the high concentration of public houses and clubs in the city centre. The initiative has been a holistic approach to addressing the problem and has included various activities, such as:

- Test purchasing by trading standards to curb underage drinking;
- using environmental health powers to close down nightclubs where legally required food provision was unacceptable;
- utilising the fire service to close down licensed premises that had unsafe escape exits;
- use of council facilities to immediately remove rubbish and clean up graffiti at key locations;

- use of police fixed penalty notices to curb early stages of disorder; and
- appropriate use of CCTV to prevent and/or detect public disorder.

**1.36** Evaluation of the SEZ initiative has shown that the practice is effective and has reduced contact crimes in the city centre.

## **Community Safety Partnerships**

**1.37** The crime and disorder reduction partnership (CDRP) in Hull is branded under the banner of 'Citysafe'. The CDRP is co-chaired by the chief executive officer and the BCU Commander.

**1.38** The community safety partners described the relationships with the BCU in a very positive light. Historically partnership working in Hull has been poor. Some commentators described this as being due to an old-fashioned council, political inertia and detached policing. However, there have been some significant changes in both the council and BCU, which have improved the partnership arrangements. There has been a newly elected leader of the council and a newly appointed chief executive officer at Hull City Council.

**1.39** With help from Government Office of Yorkshire and the Humber, the CDRP has put together an effective business case, which has resulted in the establishment of a funded superintendent post to be dedicated to the CDRP. In fact this superintendent is designated as the Director of Citysafe and is answerable to the council assistant chief executive officer, as well as the BCU Commander.

**1.40** The CDRP has recently reviewed its structure and delivery mechanisms. As yet, the strategic and tactical tasking and co-ordinating functions of the BCU are not integrated with the tasking and co-ordinating functions of the CDRP. It is probably too early to make this leap, since the BCU tasking and co-ordinating processes have yet to evolve (see National Intelligence Model, paragraph 2.25). However, there are definitely 'green shoots' emerging within Citysafe and partnership working is almost certainly improving.

**1.41** The inspection team was privileged to visit a very effective project known as community copshops. This is funded by neighbourhood renewal monies and involves three metal containers adapted into local police stations, which are 'parachuted' into communities where there are crime and disorder problems.

**1.42** The three units are in operation across the city of Hull. They work mainly in nominated wards in pre-identified crime and disorder hot spot areas for approximately 12 weeks. Each unit comprises a police sergeant and four constables. The three units have shared support from two council community safety officers and two outreach drugs workers. Centrally, a dedicated intelligence analyst provides data and intelligence products to assist deployments and performance. Dedicated administrative support is also provided. One manager, a police inspector, oversees the project providing clear lines of supervision and responsibilities.

**1.43** Each unit is set stretching performance targets to reduce crime by 20% during the ‘drop’ period. Entry and exit surveys are conducted and analysed to monitor the level of fear of crime. Working closely with outside agencies and volunteer groups, the project team ensure that they establish an exit strategy and sustainable solution before moving on. Some examples of their work include:

- Target hardening;
- gating schemes;
- security lighting;
- shed alarm systems;
- visits to victims of crime;
- public safety events;
- youth inclusion projects; and
- sponsoring training of wider police family.

**1.44** The community copshops scheme has been fully evaluated and is continually monitored by an external body known as City Venture. On each occasion that a copshop has been ‘dropped’ into a community, it has met its pre-determined targets. **Her Majesty's Inspectorate of Constabulary commends this initiative as good practice.**

**1.45** The superintendent (partnerships) heads up the community safety unit, which includes responsibility for:

- community cohesion;
- anti-social behaviour orders;
- youth offending teams;
- schools team; and
- crime reduction officers.

**1.46** At the time of the Inspection the BCU had 61 anti-social behaviour orders (ASBOs) in force, the majority being obtained upon conviction, and 69 acceptable behaviour contracts (ABCs).

**1.47** The BCU had also utilised Reform Act powers in affecting the closure of two ‘crack houses’ in the area.

**1.48** The importance of the CDRP is recognised by all members of the SMT and partners clearly valued the personal commitment to joint working by the BCU Commander and team.

## **Financial Management**

**1.49** The Force operates highly devolved financial management to its BCUs. The BCU revenue budget includes:

- All police staff and police officer salaries;
- overtime;
- premises costs;



- transport costs; and
- supplies and services.

**1.50** Hull BCU's budget for 2005/06 is just under £28 million.

**1.51** As the Operation Alec changes begin to settle down, there is an emerging theme that there is a lot of overtime monies being spent in the investigative crime teams. It is not yet clear whether this is due to a lack of staff in these teams or a particularly unusual level of workload. The divisional finance and resource manager is well aware of this imbalance and is closely monitoring the overtime allocations. **Her Majesty's Inspectorate of Constabulary will watch this with interest.**

**1.52** The BCU has done some good work in relation to activity based costing, in particular a restructuring of the financial coding hierarchy, which was completed at the end of May 2005. This will provide a firm foundation for monitoring policing resources and assessing whether or not their deployment is efficient.

## Health and Safety

**1.53** Health and safety issues within Hull BCU are well managed. There is a regular monthly health and safety meeting, which is chaired by the BCU Commander. Staff association representatives attend this meeting. It is also attended by the chief inspector (personnel and support) and the personnel advisor, who is fully trained in health and safety matters.

**1.54** Throughout the BCU there is health and safety advice displayed on notice boards, in particular in relation to slips, trips and falls. There is a good knowledge of risk assessment in operational policing issues, e.g. officers on a briefing were made aware of the potential dangers of a violent prisoner who was due to be arrested. The compulsory wearing of body armour by all operational staff was seen as an effective health and safety measure.

**1.55** Staff numbers and levels of deployment have been scientifically assessed using the Merseyside allocation model as part of Humberside Police Authority's Best Value review of shift arrangements. This exercise formed part of the Operation Alec preparations.

## Absence Management

Figure 1: Financial Year Sickness Absence in Days				
	MSBCU group		Humberside Police Force	
	Rank <sup>1</sup>	Mean	Rank <sup>2</sup>	Mean
Average hours lost through sickness per police officer for 2004/05 – 59.31	4 <sup>th</sup> /14	80.73	4 <sup>th</sup> /5	53.79
Average hours lost through sickness per police staff for 2004/05 – 72.98	6 <sup>th</sup> /14	92.77	3 <sup>rd</sup> /5	56.67

<sup>1</sup> Out of 14 BCUs in MSBCU group

<sup>2</sup> Out of 4 BCUs and Central Services

**1.56** Absence management for police officers and police staff in Humberside Police is excellent, placing them second best in the service.

**1.57** Police officer absence in Hull has decreased over the last two years. The BCU is placed 4<sup>th</sup> out of 14 in its MSBCU group and 4<sup>th</sup> out of 5 when compared with other Humberside BCUs.

**1.58** Police staff absence in Hull has decreased over the last two years. The BCU is placed 6<sup>th</sup> out of 14 in its MSBCU group and 3<sup>rd</sup> out of 5 when compared with other Humberside BCUs.

**1.59** There is a robust application of the attendance policy, which is well received by most staff. One particularly effective element of the policy is the reward of an extra day's leave to those staff who have managed to achieve 100% attendance during the year. If this extends to two years with 100% attendance, then the member of staff is awarded two extra leave days. Should this continue for a third year, the award reverts back to one day, with a further two days the following year, and so on.

## **Training and Development**

**1.60** The headquarters staff development and training branch is mainly responsible for the delivery of training within the BCU. This is usually delivered at the central site of Courtland Road, which coincidentally is located within Hull BCU. Even though training is a corporate responsibility, there needs to be some urgent action within the BCU in respect of first line supervisory development.

**1.61** Throughout the Inspection, the team came across many occasions when the development of first line supervisors was raised as an issue. These comments were expressed at all levels from SMT members, young constables and the supervisors themselves. The team could find no evidence where first line supervisors had received any development for undertaking supervisory duties. This included 'acting sergeants' and police staff equivalent who were placed in positions of responsibility without assistance. This situation has allowed the growth of feelings of frustration, vulnerability and lack of confidence. This development does not necessarily require classroom based training, but more a series of development opportunities that will assist supervisors to do their day-to-day jobs e.g. completing PDRs, bail management, handling grievances, writing operational orders and monitoring operational incidents.

### **RECOMMENDATION 4**

**Her Majesty's Inspector of Constabulary recommends the introduction of development for first line supervisors to ensure that they are clear about their supervisory responsibilities in relation to issues such as completing PDRs, bail management, handling grievances, writing operational orders and monitoring operational incidents.**

**1.62** All Humberside staff receive diversity training during their induction period. However, there does not appear to be any refresher training in this area. There was no evidence of any member of staff having received recent training within the BCU on diversity matters. **Her Majesty's Inspectorate of Constabulary urges the BCU, in liaison with headquarters staff development and training branch, to review the provision of diversity training.**

**1.63** There are 129 probationers in the BCU. All probationers are monitored through a newly formed professional development unit (PDU), which co-ordinates the tutoring of probationers. The inspection team visited the PDU, which is based at Preston Road police station. Two sergeants have overall responsibility for the unit. Of particular interest to the inspection team was the period of 'protected learning' where probationers who are fit for independent patrol are attached to various units for further development. These attachments include:

- Prisoner processing unit;
- road policing unit;
- divisional intelligence bureau;
- scenes of crime; and
- dog section.

**1.64** All this development is intended to ensure that when probationers arrive on the incident resolution teams, they will have a standardised and basic grounding in all aspects of operational policing. This has not always been the case in the past, when probationers could arrive on to teams without being adequately familiar with various BCU functions.

**1.65** Hull BCU struggles with the high level of probationers and the high level of constables with under five years' service who make up the vast majority of the IRTs. This is particularly exacerbated when all the probationers are funnelled into the one discipline of the IRTs. Throughout the inspection officers expressed their concern that, due to the location of the BCU and the heaviness of workloads, the BCU loses many of its experienced members of staff to headquarters departments. This is proving to be problematic in maintaining levels of experience in the BCU and developing the more junior members of staff. Out of the 544 police constables in Hull BCU, 327 constables have less than five years' service; a total of 60.1% of all constables.

## **Performance Development Review (PDR) - Audit**

**1.66** Humberside Police has a PDR process for all police officers and police staff. This is a paper-based system that was introduced in the late 1990s and includes chief officers.

**1.67** The basis for the PDR is to align individual performance and development with the corporate aims and objectives of the Force and Police Authority. The process is intended to provide for career development within a current post. Force policy dictates that PDRs should be conducted annually.

**1.68** The inspection team examined 50 PDRs from both police officers and police staff of different ranks and grades within the BCU. The aim of the audit is to

ascertain the level of compliance with Force policy and national guidelines with regard to evidence of:

- Completion of a PDR within the last year – this was found in 25 (out of 50) of the files;
- links to business priorities through ‘SMARTS’ objectives – this was found in 15 (out of 50) files; and
- the gathering of evidence by individuals and line managers throughout the last year – this was found in all 50 files.

**1.69** The performance development review system is very bureaucratic. Individuals and supervisors often spend a lot of time and effort collecting evidence for the PDRs, with very little in the way of output.

**1.70** Humberside Police is in the process of introducing a new PDR system, which is due to be piloted on one of Humberside’s BCUs between September and December 2005. The new system will be compliant with the national occupational competency framework and will be computerised on a system known as KIM. The new system will require all PDRs to contain SMARTS objectives. **Her Majesty's Inspectorate of Constabulary will watch these developments with interest.**

## **Grievance Procedure**

**1.71** Staff do not always know the grievance procedure within the BCU, however, they all have the confidence to use it. Most people said that they would look at the Intranet to find the procedure.

**1.72** From April 2004 to March 2005, there were six grievances submitted from Hull BCU. They included two grievances in respect of conditions of service, one in respect of harassment and two regarding selection decisions. From April 2005 to the time of the Inspection there had been three grievances submitted. They include two in respect of harassment and one in relation to a posting. There had been no employment tribunals registered within the last 12 months.

**1.73** Staff association representatives have access to members of the SMT through an open door policy; however, this is in no way formalised. It is anticipated that the introduction of a comprehensive communication strategy (see recommendation 3) will assist in the formalisation of these meetings. The appointment of an HR professional (see recommendation 1) with a detailed understanding of HR legislation and the ability to provide a level of continuity in the role, would also enhance the relationship between the SMT and the staff representatives.

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

## Special Constabulary and PCSOs

**1.75** Humberside Police is on target to employ 500 special constables, which will exceed 20% of the overall Force establishment. The Force takes advantage of the Special Constable (Amendment) Regulations 2002, which allows them to operate a special constables' allowance. Each special constable receives £1,500 per annum providing that they commit to an average of at least four hours operational duty per week, together with satisfactory performance and conduct. Also, those special constables who live within the city of Hull are entitled to a 50% reduction in their council tax.

**1.76** There are 110 special constables in Hull BCU. There are a further 15 special constables in the recruitment process. The special constables are attached to the local partnership teams. There is a comprehensive Special Constabulary deployment protocol, which oversees matters such as deployment, welfare, uniform, driving of police vehicles, recruitment and training. This protocol is obviously having a very beneficial effect on the special constables of Hull BCU, who are well trained, well equipped and well motivated. The inspection team had never come across such a positive group of special constables, who are properly deployed and briefed. They had nothing detrimental to say about their management. Credit should be given to the BCU and those operational staff for making them feel so integrated. **Her Majesty's Inspectorate of Constabulary commends the way in which special constables are managed within Hull BCU.**

**1.77** Similarly, PCSOs within Hull BCU are well equipped and well motivated. There are only six PCSOs in the BCU, since PCSOs are a new introduction to Humberside Police. There is no doubt that if money was available for more PCSOs, then they would be a very welcome addition to the BCU. There have been some initial teething problems with the induction training for PCSOs. However, this information has been fed back to staff development and training branch and these matters have now been rectified. There are some minor issues around the deployment of PCSOs, which will settle down once the Operation Alec changes have embedded.

## Domestic Violence

**1.78** There is some understanding amongst operational officers of the need to take positive action at incidents of domestic violence. There is a robust policy, which has recently been introduced and reinforced by inputs on patrol briefings. The policy encourages officers attending domestic violence incidents to arrest where a power of arrest exists. If it is not possible to immediately arrest a suspect, then the officer must ensure that complainant and witness statements are taken, injuries are photographed for evidential purposes and every effort is made to arrest the suspect within 24 hours. Improvements can still be made to increase recording of domestic violence incidents and to improve the detection rates.

**1.79** The BCU has recently become involved in a multi-agency initiative known as the domestic abuse partnership. This project is designed to increase awareness of domestic abuse and improve the partnership's approach to dealing with victims and offenders. The project, which is partially funded by money from the tackling violent crime fund, is still in its embryonic stages of development.

## Part Two - Performance

### Performance Management

**2.1** Since engagement with the PSU in October 2003, the performance of BCUs has been reviewed at Force level through a series of monthly meetings. This meeting is known as the performance review conference. The conference is chaired by the Chief Constable and attended by chief officers, BCU commanders and a range of other senior managers. Multi-agency partners and members of the Police Authority also attend. At the meeting, BCU commanders are held to account for the performance of their respective BCUs. In addition to the conference, the Chief Constable has a weekly telephone conversation with each BCU commander, in which he discusses BCU performance in detail.

**2.2** There is no formal performance management framework within the BCU. There are some ad hoc areas where performance is managed, but there is nothing formalised. The headquarters corporate services branch is in the process of introducing a robust performance management framework. The inspection team had sight of a draft (version 8) of a performance management handbook, which details the proposed arrangements. The handbook is intended to act as a guide for all members of Humberside Police in understanding the overall purpose of the Force in the context of:

- Performance management;
- the performance objectives of BCUs and branches;
- the role of policing teams; and
- the contribution of individuals to the process.

**2.3** If implemented in its entirety, this framework will assist in the establishment of a performance management culture within the BCU. Only then will accountability mechanisms be introduced into the BCU and eventually link into the NIM processes.

#### RECOMMENDATION 5

**Her Majesty's Inspector of Constabulary recommends the implementation of the performance management framework as outlined in the Humberside performance management handbook.**

**2.4** The assistant chief constable (operations) agrees the PDR for the BCU Commander and holds regular meetings with him.

**2.5** The whole of the process of performance review is supported by the computer based national management information system (NMIS).

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

## Performance

2.7 Crime performance for Hull BCU for the period June 2004 to May 2005, compared to June 2003 to May 2004 and the most similar BCU family is summarised in the following table.

<b>Figure 2: Crime performance data for Hull for 2004/05</b>				
	<b>Performance June 2004 to May 2005</b>	<b>% Change from same period the previous year</b>	<b>MSBCU group mean</b>	<b>MSBCU group ranked position</b>
<b>Recorded crime per 1,000 population</b>	197.37	-15.45%	155.52	13
<b>% Recorded crime detected</b>	17.82%	1.17p.p.	24.80%	14
<b>% Recorded crime sanction detections</b>	16.03%	2.53p.p.	20.40%	13
<b>Domestic burglaries per 1,000 households</b>	29.82	-32.17%	23.46	13
<b>% Domestic burglaries detected</b>	11.83%	2.12p.p.	14.82%	9
<b>% Domestic burglary sanction detections</b>	11.36%	2.44p.p.	12.59%	8
<b>Recorded robberies per 1,000 population</b>	2.63	-37.15%	2.45	8
<b>% Robberies detected</b>	17.30%	2.68p.p.	20.00%	13
<b>% Recorded robberies sanction detections</b>	16.39%	2.91p.p.	17.45%	11
<b>Recorded vehicle crime per 1,000 population</b>	28.22	-18.56%	23.37	11
<b>% Vehicle crime detected</b>	7.27%	2.11p.p.	9.75%	11
<b>% Vehicle crime sanction detections</b>	6.80%	2.53p.p.	8.72%	10
<b>Recorded violent crime per 1,000 population</b>	44.57	-9.28%	32.69	14
<b>% Violent crime detected</b>	31.73%	3.78p.p.	46.69%	14
<b>% Violent crime sanction detections</b>	27.69%	6.30p.p.	35.03%	13

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

2.8 Recorded crime performance in Hull BCU can be summed up as being poor in every category but is improving in every area when compared with its MSBCU group. It is a known fact that due to its size and crime levels, the performance of Hull BCU has a direct impact on the overall performance of Humberside Police.

2.9 Staff within the BCU, when describing performance, refer to it as monitoring the 'big five'. This relates to:

- Reduction of domestic burglary;
- reduction of vehicle crime;
- reduction of robbery;

- reduction of violent crime; and
- sanction detection rates.

**2.10** Recorded crime within Hull has decreased over the last 12 months, however, the BCU is still ranked 13<sup>th</sup> in its most similar BCU group (MSBCU). The BCU is making good progress with detections, but is still below the MSBCU and Force averages.

**2.11** Hull BCU is making excellent progress at reducing domestic burglaries, robberies and vehicle crimes with reductions of 32.2%, 37.2% and 18.6% respectively when compared with the same period for the previous 12 months.

**2.12** Associated detection rates for domestic burglaries, robberies and vehicle crimes are also improving.

**2.13** Recorded violent crime within Hull has reduced by 9.3%. This is a very positive situation, which is bucking the national trend in terms of violent crime recording. The associated detection rate has improved by 3.8 percentage points, which is encouraging.

**2.14** The BCU SMT is fully aware of what needs to be achieved in respect of crime reduction and detections. However, until an effective performance management culture is introduced, (see Recommendation 5) then progress will be slow.

## **Proactive Capability**

**2.15** The proactive policing of the BCU is dealt with by the operational policing unit (OPU). The unit is led by an inspector and is made up of three distinctive sections:

- Operational support section (OSS);
- drugs policing initiative (DPI); and
- the proactive wing.

**2.16** The operational support section has three sergeants and 18 constables. This section is responsible for proactively conducting search duties, providing public order capability and supporting the BCU in major policing operations.

**2.17** The drugs policing initiative is made up of one sergeant, eight constables and an analyst. This is a proactive policing unit which concentrates on the 'class A' drugs market.

**2.18** The proactive wing of the OPU comprises two sergeants and ten constables and is the primary proactive resource for the BCU.

**2.19** It is too early to evaluate what impact the OPU is having on the BCU performance and whether or not it is assisting the reactive teams to manage their demand.



**2.20** The incident resolution teams, local partnership teams, serious crime teams and volume crime teams essentially deal with the reactive capability of the BCU. These teams were all created as part of Operation Alec. Many of the people within these disciplines feel that they have no time to undertake any proactive work. As these new structures settle down, a clearer picture of call handling is emerging that is giving cause for concern.

**2.21** Prior to the recent changes, those incidents that did not require an immediate response were passed to the local policing teams (the pre-runner to local partnership teams) for action. These jobs, known as ‘slow time’ jobs, were never monitored through the corporate northern command centre (NCC); in fact they were not monitored at all. There was just no picture of ongoing open incidents in the BCU. Since the Operation Alec changes, all of these open incidents are now being held on the computer terminals of the NCC and there is a clear picture of the enormous number of open incidents. Understandably the NCC is having difficulty monitoring this high level of open incidents.

**2.22** There are approximately 1,200 incident logs created each day by Humberside Police. Hull BCU accounts for approximately 40% (480) of those incidents. In the words of the BCU Commander: “Both the Force and the division are having difficulty doing a day’s work in a day”.

**2.23** The BCU believes the solution is:

- Firstly - to continue to deal with call handling on a centralised basis with corporate standards, initial professional filtering of calls and the facility to open crime records; and
- secondly, that the dispatching, resourcing, commanding and controlling elements should be catered for at BCU level on a 24/7 basis.

#### **RECOMMENDATION 6**

**Her Majesty’s Inspector of Constabulary recommends that the BCU SMT, in liaison with the northern command centre, urgently examine the call handling processes to ensure that the most effective and safe operational solution is adopted.**

**2.24** Hull BCU has an effective source handling unit. A detective inspector heads the unit and is supported by a detective sergeant and four detective constables. All members of the unit are nationally accredited. There are currently 14 active covert human intelligence sources (CHISs) registered with the unit. The source handlers are aligned to specific geographic areas.

## National Intelligence Model

**2.25** The BCU intelligence unit is known as the divisional intelligence bureau (DIB). A detective inspector manages the DIB, supported by:

- Two sergeants;
- ten divisional intelligence officers (one of whom is a football intelligence officer);
- one senior analyst;
- four crime and disorder analysts (two currently vacant);
- one drugs analyst (funded by regeneration money);
- six desk officers (four full-time equivalents); and
- two scientific intelligence officers.

**2.26** The NIM is not driving all of the activity across the BCU. It has not yet been fully embedded within the BCU and there is limited understanding of the NIM processes across all the disciplines. The DIB is becoming increasingly NIM compliant. There are some vacancies that are creating vulnerability around analytical capability; however, these should soon be addressed through a recent recruitment exercise. The DIB analytical capability is not joined up with the partnership analytical capability, thereby not improving the intelligence flow across these disciplines. **Her Majesty's Inspectorate of Constabulary would urge the BCU to look at opportunities of harnessing these resources.**

**2.27** The inspection team attended both the daily and fortnightly tasking and co-ordinating meetings (TCG). TCG is really tactical, but this is understandable because the BCU needs to go back to basics. There is some evidence of tasking to the incident resolution and crime investigation teams; however, there is no recognition of existing workloads. It did not appear that the local partnership teams were being properly briefed or tasked through a NIM compliant system.

**2.28** The detective superintendent was previously the director of intelligence for Humberside Police. There is no doubt he has a comprehensive understanding of this aspect of policing. He has introduced some recent changes to the tasking and co-ordinating processes, which if continued will improve the situation. These improvements must include, the detective superintendent continuing to advise on the processes, including chairing the TCG meetings, more formal agendas, robust tasking and formal minute taking.

### RECOMMENDATION 7

**Her Majesty's Inspector of Constabulary recommends that the SMT causes the NIM to drive policing activity within the BCU by ensuring problem/target profiles are highlighted; tactical options are identified; specific tasks are appropriately allocated; policing activity is monitored; and problem/target profiles are routinely updated and evaluated to evidence the impact of policing activity.**

**2.29** At the time of the Inspection there were over 300 intelligence reports (839s) waiting to be processed. **Her Majesty's Inspectorate of Constabulary encourages the BCU to examine and address this backlog.**

## **Briefing**

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

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

**2.32** Hull BCU uses a new Force briefing system known as BATS (briefing and tasking system). This is a state of the art system, which is an appropriate and effective means for conducting regular briefings. The 'B' (briefing) element has been introduced very recently, but the 'T' (tasking) element has not yet been developed.

**2.33** The inspection team observed one patrol briefing during their visit. The BCU has good briefing facilities that accord with the national briefing model. An experienced sergeant delivered the briefing. He gave clear direction and appropriate information to assist the operational attendees.

## **DNA Sampling, Custody and Forensic Management**

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

**2.35** Conversely, samples should not be taken where DNA has previously been confirmed since this will incur unnecessary expenditure for the Force.

**2.36** The inspection team examined the system used by the BCU to monitor DNA sampling and found it to be efficient. This is mainly due to the introduction of NSPIS custody system.

**2.37** The inspection team examined the records relating to individuals who are currently on 47(3) bail. It found that since February 2005, 1,252 people registered on the custody computer system, are shown as having passed their 47(3) bail date. Increased use of 47(3) bail is a service-wide issue, which can be a direct impact of statutory charging. The administration of justice unit (AJU) staff, gave the following reasons to explain the high numbers recorded in this case:

- Some may have answered bail, but not been cancelled on the system;

- custody staff may have opened new custody records;
- the individual may have attended the police station and received a caution, reprimand or final warning and not been booked through the custody system;
- bail may have been cancelled but not through the bail function on the application; and
- the individual may have answered bail when the system was down and the record not updated.

**2.38** The reality is that the BCU does not know why this situation exists, and at a time when it is desperate to increase sanction detections, it should be closely monitoring this area.

### RECOMMENDATION 8

**Her Majesty’s Inspector of Constabulary recommends that the SMT put a system in place to effectively monitor the records of those people who are on 47(3) bail.**

**2.39** The inspection team examined the records in relation to outstanding scientific hits within the BCU. At the time of Inspection, outstanding DNA and fingerprint hits numbered as follows:

Figure 3: DNA and Fingerprints Hits		
Hits less than one month old	Hits between 1 – 3 months	Hits over 3 months old
60	84	57

**2.40** Hull BCU employs a good, silver, bronze approach to dealing with outstanding scientific hits, which ensures that those hits relating to prolific and other persistent offenders are dealt with in as timely a manner as possible. Of course it is not always possible to arrest the offender immediately and therefore they have to be circulated as wanted persons via the police national computer. However, it was considered that there are too many outstanding scientific hits, particularly in a climate where the BCU is seeking to maximise those opportunities to increase sanction detections. **Her Majesty's Inspectorate of Constabulary would urge the BCU SMT to thoroughly examine the process of dealing with scientific hits and maximise the detection opportunities.**

## Summary

**2.41** Hull BCU is led by a large and experienced SMT. The team has recently been brought together through the BCU changes and would benefit from some team building activities. This would help to alleviate the natural tensions and assist team cohesion, thereby improving performance.

**2.42** The inspection team felt that the SMT would also benefit from a qualified personnel professional on their team, who could properly interpret personnel legislation and advise on how to progress issues to the operational advantage.

**2.43** The organisational culture of the BCU is transparent, honest and respectful. The people are very welcoming and willing to listen and learn. The ongoing changes within the BCU are creating some confusion and there is a need for greater communication to enable people to be informed, understand and participate in these developments. The design and implementation of a comprehensive communication strategy will allow all staff to have access to BCU information. This would include formal consultation with staff association representatives.

**2.44** In the recent past, Hull BCU has suffered relatively high levels of recorded violent crime and disorder. This brought the BCU firmly under the spotlight, and as such, the BCU has ploughed a great deal of energy, effort and resources into tackling violent crime. One particular element of this approach has been the establishment of safer entertainment zones, which is seen as a credible response to reducing violent crime.

**2.45** Historically, partnership working in Hull has been described as poor. However, there have been some recent significant changes, including the review of the CDRP structure and delivery mechanisms. This has now led community safety partners to describe the relationships with the BCU in a very positive light. The inspection team was privileged to visit a very effective project known as community copshops.

**2.46** The Inspection team could find no evidence where first line supervisors had received any development for undertaking supervisory duties. This situation has allowed the growth of feelings of frustration, vulnerability and lack of confidence. Her Majesty's Inspector of Constabulary therefore recommends the introduction of development for first line supervisors to ensure that they are clear about their supervisory responsibilities in relation to issues such as completing PDRs, bail management, handling grievances, writing operational orders and monitoring operational incidents.

**2.47** Her Majesty's Inspectorate of Constabulary commends the way in which special constables are managed within Hull BCU.

**2.48** There is no performance management culture embedded within Hull BCU. This issue will be rectified with the implementation of the performance management framework as outlined in the Humberside performance management handbook.

**2.49** Crime performance in Hull BCU can be summed up as poor in every category but is improving in every area when compared with its MSBCU group. It is a known fact that due to its size and crime levels, the performance of Hull BCU has a direct impact on the overall performance of Humberside Police.

**2.50** As recent Operation Alec changes settle down, the BCU is grappling with a call handling issue. As such Her Majesty's Inspector of Constabulary has recommended that the BCU SMT, in liaison with the northern command centre,

urgently examine the call handling processes to ensure that the most effective and safe operational solution is adopted.

**2.51** The NIM is not driving all of the activity across the BCU. It has not yet been fully embedded and there is limited understanding of the NIM processes across all the disciplines. The SMT needs to urgently address this issue as outlined in the associated recommendation.

**2.52** Examination of records relating to those people who were currently on 47(3) bail revealed that there is an issue in the BCU regarding bail management. As such it is recommended that the SMT put a system in place to effectively monitor the records of those people who are on 47(3) bail.

**2.53** There is still a lot work to be done in Hull BCU. However, there is a willingness to improve and a culture to learn, which can only support and progress the intended improvements. Overall the BCU Commander and his team should be complimented for what has been achieved to date.

## Recommendations

Her Majesty's Inspector of Constabulary makes eight recommendations:

1. Her Majesty's Inspector of Constabulary recommends that the SMT, in liaison with the chief officer group, give consideration to the appointment of a personnel professional to the BCU SMT.

[Para 1.24 refers]
2. Her Majesty's Inspector of Constabulary recommends that members of the SMT undertake some team building activities to alleviate natural tensions; assist in team cohesion; and thereby improve performance.

[Para 1.27 refers]
3. Her Majesty's Inspector of Constabulary recommends that the SMT designs and implements a comprehensive communication strategy that will allow all staff to have access to BCU information.

[Para 1.30 refers]
4. Her Majesty's Inspector of Constabulary recommends the introduction of development for first line supervisors to ensure that they are clear about their supervisory responsibilities in relation to issues such as completing PDRs, bail management, handling grievances, writing operational orders and monitoring operational incidents.

[Para 1.61 refers]
5. Her Majesty's Inspector of Constabulary recommends the implementation of the performance management framework as outlined in the Humberside performance management handbook.

[Para 2.3 refers]
6. Her Majesty's Inspector of Constabulary recommends that the BCU SMT, in liaison with the northern command centre, urgently examine the call handling processes to ensure that the most effective and safe operational solution is adopted.

[Para 2.23 refers]
7. Her Majesty's Inspector of Constabulary recommends that the SMT cause the national intelligence model to drive policing activity within the BCU by ensuring problem/target profiles are highlighted; tactical options are identified; specific tasks are appropriately allocated; policing activity is monitored; and problem/target profiles are routinely updated and evaluated to evidence the impact of policing activity.

[Para 2.28 refers]
8. Her Majesty's Inspector of Constabulary recommends that the SMT put a system in place to effectively monitor the records of those people who are on 47(3) bail.

[Para 2.38 refers]