

**HM Inspectorate of Constabulary
Northern Regional Office**

**Follow up/Monitoring visit to
Kingston-upon-Hull BCU
Humberside Police**

BCU Inspection conducted – July 2005

Follow-up visit conducted – September 2006



Kingston upon Hull BCU – Humberside Police

Date of Inspection	HMIC Inspectors	BCU Commander	Date of Final Report	Date of Monitoring
July 2005	Chief Superintendent Wendy Walker & Chief Inspector Tim Done	Chief Superintendent Sean White	November 2005	September 2006

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

Divisional Structure

Since the inspection the BCU Commander has consolidated development of the three critical areas for change that underpin the Chief Constable's strategy for improving policing in Humberside, i.e. neighbourhood policing, call handling, and crime investigation. Within Kingston upon Hull there now exist:

- seven neighbourhood policing teams;
- an incident management unit which, working in conjunction with a centralised command centre, has improved call management (see recommendation six); and
- a more organised and structured approach to investigating crime.

The Commander has expressed the hope that the BCU can now enjoy a period of 'stability and delivery' in which the new and revised structures and processes sustain improved performance outcomes.

BCU Command Team

At the time of the inspection the BCU Commander was supported by a senior management team (SMT) consisting of three superintendents, a finance and resourcing manager, and seven chief inspectors. The SMT has already been reduced by one post (chief inspector, management services unit), and plans exist to civilianise another (chief inspector, personnel and support) in accordance with a recommendation of the original inspection. The portfolios of the remaining chief inspectors have been adjusted to meet the requirements of the new corporate operating framework.

Staffing Levels

The following table shows staffing levels for the BCU as at 31 March 2006:

	OPERATIONAL		OPERATIONAL SUPPORT		ORGANISATIONAL SUPPORT		TOTAL	
	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE
Police Officers	659	648.84	30	29.4	0	0	689	678.24
Probationers	114	114	0	0	0	0	114	114
Special Constables	114		0		0		114	
Police Staff	40	36.76	53	49.03	61	51.07	154	136.86
TOTAL:	927	799.6	83	78.43	61	51.07	1071	929.1

Since the inspection, police officer strength (fte), police staff strength (fte) and probationer strength (headcount) have decreased by 3.0%, 2.4% and 19.1% respectively.

2. Performance Summary

Crime Data - Crime Performance Table

The table below shows the crime performance data for the latest 12-month period (August 2005 to July 2006) compared to the previous 12-month period and the MSBCU group:

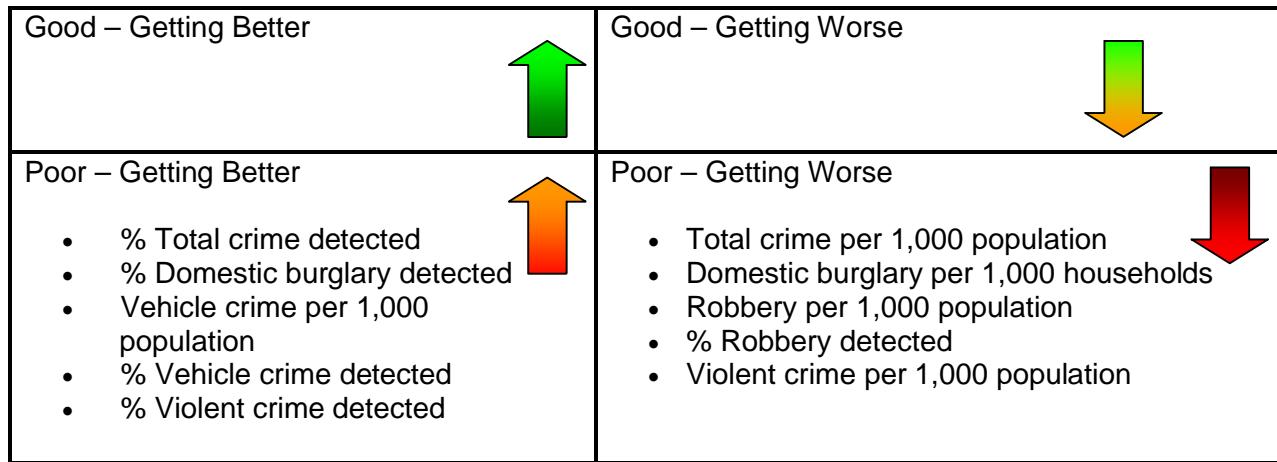
Performance Indicator	Performance Aug 04 to July 05	Performance Aug 05 to July 06	% Change	MSBCU Group mean	The BCU's ranked position
Recorded crime per 1,000 population	193.88	200.97	3.65%	156.82	13
Recorded crime detection rate	18.45%	18.56%	0.12 P.P.	26.82%	15
Domestic burglary per 1,000 households	28.93	34.57	19.49%	22.01	15
Domestic burglary detection rate	10.09%	10.48%	0.39 P.P.	15.08%	13
Robberies per 1,000 population	2.64	3.07	16.13%	2.50	10
Robbery detection rate	16.13%	14.55%	-1.59 P.P.	19.21%	14
Vehicle crimes per 1,000 population	28.11	27.36	-2.66%	23.60	11
Vehicle crime detection rate	6.54%	6.88%	0.34 P.P.	10.30%	11
Violent crimes per 1,000 population	43.69	43.81	0.28%	33.32	12
Violent crime detection rate	33.61%	34.56%	0.95 P.P.	46.93%	14

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

iQuanta charts up to May 2006 are shown at Appendix A.

Summary

The Boston Box below provides a performance summary over the same time period as the table above and shows performance against the MSBCU group:



Levels of key crimes in Kingston-upon-Hull BCU are in all cases, above the average for both its parent force and MSBCU. The reverse situation pertains to detections: in each key category sanction detection rates are below the averages for Humberside and the MSBCU.

Levels of most key crimes have increased in the 12 months from August 2005 to July 2006, compared to the same period the previous year. Vehicle crime is the sole exception: the level of vehicle crime per 1,000 population has almost been reduced to the MSBCU average. While the BCU is ranked bottom of its family for reducing domestic burglaries, there are some encouraging signs: contrary to the MSBCU trend, the number of domestic burglaries per 1,000 households has fallen month on month since May this year. Violent crime however, has increased each month since February and the gap between the rate per 1,000 population in Kingston-upon-Hull and the MSBCU average is widening.

With the exception of robbery, sanction detection rates in the BCU have improved over the same comparative periods. The sanction detection rate for vehicle crime has risen month on month since November 2005 and there has been an upward trend in domestic burglary sanction detections since December 2005. Sanction detections for violent crime enjoyed a sustained increase from August 2004 to March 2006. However, since then there has been a gradual decrease and the gap between the BCU rate and the MSBCU average is widening. In all cases, sanction detection rates in Kingston-upon-Hull are below the MSBCU average and the BCU is ranked 15th out of 15 for its overall detection rate.

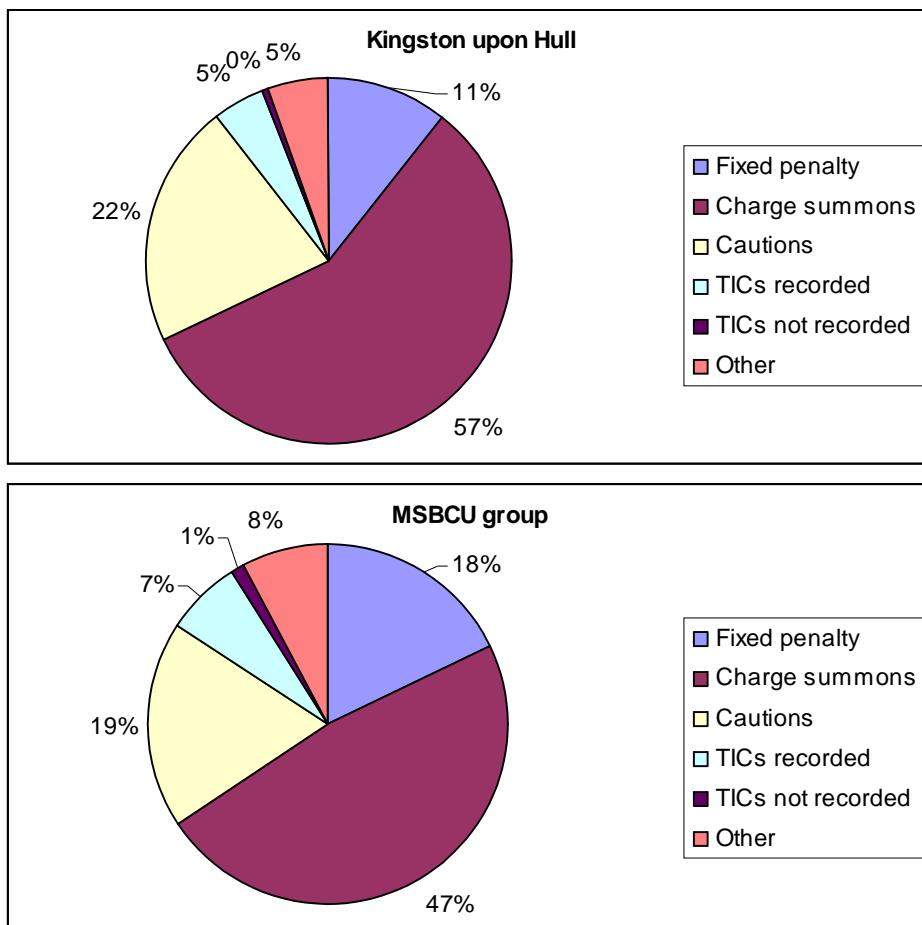
Type of Detection method

The table below shows the type of detection method for the latest 12-month period (August 2005 to July 2006) compared to the MSBCU group:

	No. of Detects	No. of Fixed Penalties	No. of Charged/ Summons	No. of Cautions	No. of TIC (recorded)	No. of TIC (not recorded)	Number of other detects	% of Other Detects
Total Crime - HULL	9272	1013	5275	1998	449	39	498	5.37%
<i>Total Crime - MSBCU Ave</i>	9003.40	1588.73	4319.93	1666.07	630.73	86.67	711.27	7.90%
Domestic Burglary - HULL	386	0	221	23	121	4	17	4.40%
<i>Domestic Burg - MSBCU Ave</i>	297.67	0.33	134.33	10.80	127.07	4.27	20.87	7.01%
Robbery- HULL	111	0	93	11	3	0	4	3.60%
<i>Robbery - MSBCU Ave</i>	102.80	0.07	90.00	4.27	4.40	0.27	3.80	3.70%
Vehicle Crime - HULL	468	1	301	33	96	1	36	7.69%
<i>Vehicle Crime - MSBCU Ave</i>	520.40	0.53	209.73	33.33	242.20	8.47	26.13	5.02%
Violent Crime - HULL	3763	550	2087	919	14	0	193	5.13%
<i>Violent Crime - MSBCU Ave</i>	3347.40	555.87	1691.40	680.73	6.20	0.93	412.27	12.32 %

Please note: The MSBCU group is out of 15 BCUs

The following pie charts show the types of detection method used in percentage terms for total crime over the same time period:



When compared to the MSBCU group average, Kingston-upon-Hull is performing well with regard to other detections, reflecting a strong focus on maximising sanction detections. Charge/summons are around ten percentage points higher than the MSBCU group mean, which can be attributed to the lower proportion of fixed penalty notices and TICs for the BCU.

3. Inspection Recommendations

Recommendation 1	
<p><i>Her Majesty's Inspector of Constabulary recommends that the SMT, in liaison with the chief officer group, gives consideration to the appointment of a personnel professional to the BCU SMT.</i></p>	
Action taken by BCU	Measurable Impact
Consideration has been given to the conversion of this post from a chief inspector to a human resources professional and the force and BCU have agreed in principle that the proposal should be progressed. An outline job description and role profile has been produced. Once a suitable grade has been agreed the post will be advertised.	A policy decision has been taken to appoint a personnel professional in place of a senior police officer. The current incumbent will be redeployed when an appointment is made.

Decision:

Although further action is required to complete the appointment of a personnel professional, the monitoring team is satisfied that the spirit of this recommendation has been wholly addressed.

Recommendation 2	
<p><i>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.</i></p>	
Action taken by BCU	Measurable Impact
<p>In March 2006 members of the senior management team attended an away day at which an independent professional facilitator was commissioned to design and deliver a day of activities with the following aim:</p> <ul style="list-style-type: none">• to surface and respond to tensions and concerns frustrating the effective performance of the SMT and provide an opportunity for developing mutual trust and respect. <p>Within this overall aim there were additional specific objectives for members of the team to:</p> <ul style="list-style-type: none">• get to know and understand each other better;• identify issues and tensions; and• engage in competitive team building activities. <p>A follow-up event is planned for October 2006 at which team members will be able to reflect on developments and instigate further improvement.</p>	<p>At the conclusion of the team building away day attendees were asked to complete an evaluation from which the average score for the output measure 'Feeling more positive about the team' was 87%.</p> <p>When questioned by the monitoring team the SMT spoke enthusiastically about the experience and reiterated the view that relationships are significantly better.</p> <p>As a result of the issues and tensions that surfaced at the away day the team has changed the way it deals with some aspects of business, e.g. the timing and duration of team meetings.</p> <p>Staff in focus group meetings reported that the SMT is more cohesive than it was at the time of the inspection. This was also the unsolicited view of a member of the police authority whom the monitoring team met.</p>

Decision:

The monitoring team is satisfied that effective action has been taken to improve relationships within the senior management team and that improved team dynamics have led to more effective business management.

Recommendation 3	
<i>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.</i>	
Action taken by BCU	Measurable Impact
<p>The BCU Commander has set himself personal targets for taking time out of his office to patrol and spend time with staff and he uses such opportunities to improve two-way communication.</p> <p>The BCU Commander has instigated a monthly briefing note to disseminate key messages to staff. This is circulated via the BCU intranet.</p> <p>A weekly email is distributed to all staff outlining any changes in policy, details of good work and commendations, requests for operational information and personnel issues.</p> <p>A series of biannual briefings for divisional sergeants have been instigated at which members of the senior management team deliver key messages pertaining to divisional development and supervisory responsibilities and listen to sergeants' concerns (see also recommendation 4).</p> <p>A communications strategy based on a force template has been devised and recently placed on the BCU intranet.</p>	<p>Staff in focus groups acknowledged the visibility of the BCU Commander. At the time of the visit he had recently published his third briefing note but there was little awareness of that initiative among staff. The monitoring team applauds the principle but would advise the BCU Commander to market it more effectively and test the extent to which it meets the information requirements of staff.</p> <p>Inspectors and sergeants spoke positively of road shows and briefings held by the senior management team to promote an understanding of strategic issues affecting the force and BCU. Such events have clearly helped to improve awareness and harness support but feedback to the monitoring team suggests they would be still more effective if they included more opportunity for audience participation.</p> <p>The monitoring team encountered mixed views regarding the effectiveness of communication via email and the intranet. While staff may have access to a computer, many do not feel they have sufficient time to trawl large amounts of electronic information.</p> <p>Awareness among staff of the existence of a communication strategy and, more importantly, the opportunities it should create for improving the two-way flow of information is poor.</p>

Decision:

A strategy has been devised which provides a framework for improving internal communication but it is devoid of targets, timeframes and accountability. At the time of the monitoring visit, the strategy had only recently been published and there was no underpinning plan to explain what specific actions are intended, when and by whom in order to achieve the strategic objectives. The recommendation is predicated on the theory that staff are more likely to be motivated, energised and correctly focused if they have a good understanding of the strategic context in which they are required to operate. There is evidence that road shows, staff briefings and the BCU Commander's visibility have all helped to improve staff awareness, but the monitoring team remains of the opinion that communication would be still more effective if initiatives such as these formed part of a more comprehensive, measurable plan which reflects greater opportunity for staff participation. The strategy is in place but requires time for implementation before its impact can be assessed.

Recommendation 4	
<i>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.</i>	
Action taken by BCU	Measurable Impact
<p>The SMT conducts extended briefings for inspectors, sergeants and acting sergeants twice a year at which supervisors are informed of strategic developments and tactical priorities. Members of the SMT also use this opportunity to clarify their expectations of supervisors 'in terms of their management role, proximity to operational personnel and influence on performance, standards and service to communities.' Attendance is compulsory and strictly monitored.</p> <p>Acting sergeants are offered the opportunity to spend two days with the divisional professional development unit (PDU) so that their development needs can be assessed in preparation for temporary promotion. Inputs include an overview of:</p> <ul style="list-style-type: none">• the computerised PDR system;• the work allocation database (WAD) system;• the complaints procedure, local resolution and grievance procedure;• the warrants database; and• monitoring operational incidents. <p>There is no input on bail management because acting sergeants are not required to carry out custody duties. Nor is there specific input on the production of operational orders.</p> <p>Training for newly promoted and existing sergeants and police staff supervisors has been introduced centrally under the Core Leadership Development Programme (CLDP).</p> <p>The BCU has recently appointed a supervisor to the management support unit to audit and review processes and procedures. Such audits and reviews may identify staff training and development needs. Three members of divisional staff are being trained on a CIPA accredited course to design and deliver any in-house training required. This will provide greater flexibility for addressing local training needs.</p>	<p>The monitoring team found that the SMT's extended briefings are a welcome and worthwhile addition to professional development. Staff spoke enthusiastically about the information imparted and the sense of value instilled.</p> <p>There is no system for monitoring whether or not acting sergeants attend a two-day attachment to the PDU and anecdotal evidence from staff focus groups suggests that attendance is variable. The monitoring team found little evidence that acting sergeants are availing themselves of this training opportunity and would suggest that attendance should be formalised, monitored and recorded in individual PDRs.</p> <p>40% of sergeants (36 officers) and 63% of police staff supervisors (7 staff) are currently enrolled on the CLDP. Participation is projected to increase to 80% and 100% respectively in 2007/08.</p> <p>Due to difficulties in obtaining sufficient training courses centrally, the BCU invested in training individuals with a training background, to provide local input on specific courses, such as interview skills. This programme has been delayed following the resignation of one of these individuals shortly after they transferred to the division. The training is now expected to be completed by January 2007.</p>

Decision:

The monitoring team commends the action taken to sustain the longer term professional development of supervisors but believes that the pending implementation of systems to design and deliver in-house training, coupled with the development of new audit and review arrangements, will provide greater flexibility to meet the specific needs of the BCU.

Recommendation 5	
<i>Her Majesty's Inspector of Constabulary recommends the implementation of the performance management framework as outlined in the Humberside performance management handbook.</i>	
Action taken by BCU	Measurable Impact
<p>This requirement was reflected in the BCU Commander's PDR objectives for 2005/06.</p> <p>The Humberside performance management framework has been adopted within the BCU. It includes a framework of prescribed accountability meetings between line managers and supervisors and their staff at all levels to review team and individual performance.</p> <p>Officers are set individual performance targets across a range of indicators relevant to their role and are required to submit regular performance returns. These figures are then collated and disseminated to allow meaningful performance challenge meetings with teams.</p>	<p>The performance management framework receives strong impetus from the SMT who hold regular, structured accountability meetings with their immediate subordinates.</p> <p>Staff in focus groups confirmed that the emphasis on performance has increased since the original inspection but their experience reflects inconsistent application of the model from inspector and sergeant levels. Many of the first line supervisors to whom the monitoring team spoke were unclear as to their role in regard to performance management. Meetings with constables are not always taking place as required and in some instances structured accountability meetings are subordinated to the circulation of performance statistics by email.</p> <p>Staff confirmed that they have individual targets to focus activity. The monitoring team would caution care to ensure that individual targets do not generate disproportionate activity in the field of stop/search and intelligence submissions and would suggest that compliance with the Humberside performance framework would be better served if there was a greater emphasis on team targets and performance.</p>

Decision:

The BCU has adopted the performance management framework and the process is strongly supported by the SMT. Despite continued focus upon performance issues within the BCU, the framework has not yet become fully embedded into a regular practice by the practitioners. Whilst performance compared to its MSBCU group remains poor in most areas, there are recent signs of recovery. It would be inappropriate at this stage to attribute performance improvements entirely to introduction of the performance management framework. However, **continued focus on this area, combined with greater clarity to aid understanding of the process by first line supervisors, will allow more focused and stretching targets to be set, more uniform and robust methods of holding staff to account, and more improvement in performance.**

Recommendation 6	
<i>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.</i>	
Action taken by BCU	Measurable Impact
<p>In March 2006, following a successful pilot scheme in a neighbouring division, the BCU implemented the force incident handling improvement team's model for improving incident handling. This saw the introduction of an incident management unit (IMU) in which three teams of officers deal with non-urgent (normal and slow time) calls:</p> <ul style="list-style-type: none"> • A public service desk of 22 officers provides advice over the telephone and books appointments. • Five teams of five probationer constables respond to the appointments between 0800 and 2100 hours. • Five teams of three officers seconded on 15-week attachments from divisional incident resolution teams, provide a primary service for investigating dwelling burglaries. 	<p>At the time of the inspection 'slow time' calls were not monitored and often closed without any contact being made with the caller. Since April 2006 all such calls are referred to the IMU for action and monitored by the northern command centre.</p> <p>Outstanding calls for service have been reduced from 450+ a day to no more than 70-80 and generally far fewer. At the time of the daily management meeting on the second day of the monitoring team's revisit, just 10 incidents were reported as being unresourced.</p> <p>The reduced number of calls requiring management at any time by the despatchers means that once they have become familiar with an incident, they are far more able to recall what is required from viewing the title in the incident list rather than having to continually open up reports to review their content. This allows greater efficiency and provides a better service to police officers and the public. Incident resolution teams are no longer required to attend normal and slow time calls and can focus on immediate and high priority calls.</p> <ul style="list-style-type: none"> • The percentage of immediate priority incidents attended within 15 minutes increased from 76.6% April to August 2005 to 77.2% during the same period in 2006. Target 80%. • The percentage of high priority incidents attended within 30 minutes decreased from 77.7% April to August 2005 to 73.3% during the same period in 2006. Target 80%. <p>There is a perception among members of the SMT gleaned through correspondence and attendance at meetings that the public are now less critical of call handling. This view was supported by staff in focus groups who reported that they do not have to apologise for delays as frequently as was the case prior to the new arrangements. The only statistical data available to corroborate these perceptions is provided by the most recent public satisfaction data which shows a slight improvement overall in the first quarter of 2006/07 compared to the final quarter of 2005/06.</p> <p>The sanction detection rate for domestic burglary has increased from 6.7% April to August 2006 to</p>

	11.7% in the same period this year. Target 19.5% The IMU has created a more effective learning environment for probationer constables.
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Decision:

Although significant action has been taken to progress this recommendation, implementation is recent and its impact uncertain. Early indications are that customer satisfaction is improving but it would be inappropriate to draw any definitive conclusions from such a short data span. It would also be unwise to make any assumptions from the latest response times: while those for immediate priority calls have shown recent improvement, those for high priority calls have simultaneously declined. Similarly, although the sanction detection rate for domestic burglaries is clearly improving, it is still well below the BCU target.

However, the monitoring team is satisfied that new structures and systems have been implemented to address this recommendation and will watch the impact that these changes have on future performance with interest.

Recommendation 7	
<p><i>Her Majesty's Inspector of Constabulary recommends that the SMT causes 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.</i></p>	
Action taken by BCU	Measurable Impact
<p>Since the BCU inspection, the SMT has made a number of changes within the divisional intelligence bureau (DIB), in line with this recommendation and a 21-point improvement plan formulated in conjunction with the national centre for policing excellence. The changes have included employment of a new detective inspector to manage the process and the long-term direction of the unit, along with creation of themed crime desks that align to the priority crime team areas of operation, in support of the divisional control strategy.</p> <p>There has been a more consistent approach to the conduct and management of the NIM briefing and meeting processes, which are chaired by the superintendent (operations) in the first instance and the detective superintendent in his absence. The SMT has committed itself to supporting the meeting structure seven days a week to ensure a uniform approach to tasking and management decisions.</p> <p>The divisional management meeting (DMM) structure has changed to focus more directly on the likely impact of crimes and incidents that have occurred over the previous 24 hours, rather than post-event analysis of any shortfalls. Consequently the meeting is shorter, more purposeful and only involves those individuals who have responsibility for resources that may need to be refocused as a result of recent events.</p> <p>The BCU has been hampered in its attempt to adopt a systematic approach to delivering actions from the tasking process by the structure of the teams within the division; indeed between November 2005 and March 2006, there was little opportunity to provide a proactive capability, due to resources being diverted to Operation Target3. Changes to the BCU structure in April 2006, with adoption of the volume crime model and realignment of the resources within the priority crime team (PCT) have allowed an increase in the proactive capability. The newly formed proactive team operates from within the PCT and manages the majority of problem and target profiles produced by the DIB.</p> <p>Regular attendance of the proactive unit DI at the TCG and DMM enables previously allocated tasks to be</p>	<p>Introduction of a new DI has allowed a focused approach to the long-term development of the intelligence function.</p> <p>NCPE involvement has ensured that a far more appropriate intelligence service is delivered across the BCU.</p> <p>The more consistent management of intelligence meetings has ensured a greater awareness of ongoing issues and a more prioritised approach to tasking. Knowledge of ongoing tasks has allowed the chair to prioritise new actions against those already in progress and afforded greater scrutiny of the response to actions arising from the meeting. This approach has meant that task holders expect to be held to account and perform their duties accordingly.</p> <p>Historically, poor skill levels amongst response officers made it necessary to use the DMM to review incidents and crimes of note over the previous 24 hours, to establish whether the correct action had taken place and to remedy any issues that had arisen as a result. As scene management and officer knowledge has improved, it has become possible to use this meeting for its intended purpose, ie a review of recent events to establish their likely effect upon the BCU over the forthcoming 24 hours, and to determine any requirement to deviate from the direction decided within the TCG process.</p> <p>Use of the proactive team to manage the majority of intelligence products has allowed a greater focus to the tasking process, whilst allowing other teams in the BCU to concentrate on their core business. The clarity of roles developed</p>

<p>more easily tracked and opportunity for a more flexible and prioritised use of the unit to meet changing demands.</p>	<p>over the past 12 months and specifically since April 2006 has brought about improved performance.</p>
<p>The priority offender team (POT) has been established to produce a standardised approach to handling forensic hits on fingerprint marks and DNA samples recovered from crime scenes. The unit sits within the Priority Crime Team, which allows a greater level of flexibility and ensures that the most appropriate resource deals with each offender once they are arrested.</p>	<p>There is a perception amongst officers with limited knowledge of the NIM that the DIB does not provide well researched intelligence packages, whilst those with more regular involvement in the tasking process, feel they are provided a good standard of service. It is likely that the greater emphasis of tasking intelligence packages to the proactive team may strengthen this perception. It is important that the change of practice is communicated to all staff within the BCU to provide more clarity in this respect.</p>
<p>At the time of the initial inspection there was a considerable backlog in the number of intelligence reports awaiting input into the intelligence system. This has been addressed by using specific skilled staff to scan all new reports for key pieces of intelligence. This has resulted in prioritisation of the intelligence reports.</p>	<p>The DIB is in a process of change, which is achieving positive results. Whilst tasks are regularly given to neighbourhood officers to support the control strategy, the ability of the DIB to deal with community intelligence and actively task neighbourhood resources to non-crime related matters is still quite immature.</p>
<p>The briefing structure has recently undergone a major overhaul following consultation with staff. The new structure, whilst capable of further refinement has produced a far more manageable briefing product. The BCU has brought in an expert on the briefing and tasking system (BATS) to train supervisors in its functionality and application.</p>	<p>The recent investment in training of sergeants on BATS, coupled with changes to the number of briefing items has produced a far more manageable product for operational officers. This has led to an improved understanding of the system's capabilities and clearer, more manageable briefings.</p>
<p>All staff in the DIB have current PDRs with performance targets. Operational members of the DIB staff have a requirement to attend a set number of briefings per month. The purpose of this is to bridge gaps between the DIB and operational staff, to provide greater context around briefing items and to obtain feedback from staff about the service provided. This is a relatively new initiative, and will need some time to settle in, before being evaluated.</p>	<p>By limiting the number of current items, it has become possible to keep briefings fresh and up-to-date. Although some recent software problems have proved problematic in weeding items from the system, operational officers have received the changes very positively.</p>
<p>There is currently a lack of resilience in the analyst role, with vacancies at analyst and senior analyst level. The BCU has had some difficulty in recruiting into these posts with the consequential increase in workload across the DIB.</p>	
<p>Progress has been made with partner agencies to develop community tasking at ward level alongside the neighbourhood policing teams. This is due to go live in October 2006. The BCU is still some way off joint partnership tasking at a more strategic level.</p>	

Decision:

The monitoring team is satisfied that action has been taken to address this recommendation and that improved NIM structures and processes are having a positive impact on performance. Only time will tell whether they are capable of sustaining the degree of improvement required for the BCU to match the performance of its peers.

Recommendation 8	
<i>Her Majesty's Inspector of Constabulary recommends that the SMT puts a system in place to effectively monitor the records of those people who are on 47(3) bail.</i>	
Action taken by BCU	Measurable Impact
<p>Aspects of poor bail management identified by the inspection team have been addressed. Immediately following the inspection, the prisoner database was updated, thereby reducing outstanding section 47(3) records from some 1,200 to 63. Longer term effectiveness has been consolidated by ensuring key posts discharge their responsibilities for system management, ie the designation of four 'gatekeepers' within the prisoner handling teams (supplemented by the five prisoner handling team sergeants) to enforce systems for regularly scrutinising and updating records on the NSPIS case and custody database.</p> <p>The implementation of the volume crime model at the end of March 2006 now means fewer officers investigate crime and bail prisoners. Inherent to this model is the requirement for an on-going assessment of prisoners on bail.</p>	<p>An assessment in January 2006 indicated a 60% reduction in the number of prisoners subject to 47(3) bail compared to the time of the original inspection.</p> <p>The requirement for section 47(3) bail has been further reduced by the activities of statement takers within the prisoner handling teams to expedite investigations.</p> <p>The monitoring team found that the system for managing 47(3) bail works effectively in the majority of cases. There are however, some flaws in the system that stem from human error, e.g:</p> <ul style="list-style-type: none">• prisoners returning to the police station on 47(3) bail are not always married with their original records, in which instances they are shown as outstanding although they did actually comply with requirements; and• prisoners who fail to attend on 47(3) bail are not always identified to the officer in the case for investigation. <p>The monitoring team would advise the BCU command team fine tunes procedures to ensure that records and reality match and that all bail absconders are swiftly brought to justice.</p>

Decision:

The monitoring team is satisfied that action has been taken to address this recommendation and that improved systems and procedures are having a positive impact on bail management.

4. Monitoring Assessment and Follow-up action

Have all recommendations been accepted and acted upon?	Yes
Has the remedial action/implementation plan led to demonstrable improvement?	Yes: 1, 2, 6, 7 & 8. No: 3, 4 & 5.
Has performance in relation to national/local targets improved? If not, are the reasons for deterioration understood (e.g. transition to NCRS) and being addressed?	See conclusion
Have any problems arisen since the inspections that are likely to affect performance and merit further scrutiny by HMIC?	See conclusion
Other than notification of monitoring outcome to regional office (lead staff officer), is any further action required by HMIC inspection team – e.g. contact with PCSD?	Contact with PCSD

5. Conclusions

Recommendation 1 is sufficiently advanced to be signed off and there is evidence that action taken to address **recommendations 2 and 8** is already having a sufficiently positive and demonstrable impact to justify them also being discharged. Significant attention has been focused on developing structures around the call handling and tasking functions as required by **recommendations 6 and 7**. Whilst evidence of change has been relatively recent, there are clear signs that the new structures are beginning to contribute to improved performance.

The monitoring team acknowledges that action has been taken in relation to the remaining three recommendations but is less clear whether changes in these areas are having the desired impact on performance. The reality is, although:

- vehicle crime has been reduced;
- the current trend in domestic burglaries is downward; and
- all sanction detection rates except robbery have improved;

the performance of Kingston upon Hull BCU is below the average of its MSBCU group across all principal crime reduction and detection indicators. This is a low base from which to raise performance and while the monitoring team is for the most part satisfied that the right action is being taken to progress the recommendations, some of the resultant structures, systems and processes have not yet had time to become properly embedded, monitored and evaluated.

An implementation plan is required to complete **recommendation 3** and the introduction of systems for designing and delivering in-house training, particularly if linked with the development of new audit and review arrangements, will provide greater flexibility to address the problem reflected in **recommendation 4**. Action has been taken under **recommendation 5** to implement the force performance management framework across the BCU but its effectiveness is limited by inconsistent application by inspectors and sergeants and subordination of team performance to that of individuals. **The monitoring team would advise that progress and impact in relation to recommendations 3, 4, and 5, are subject to further review in six to nine months' time.**

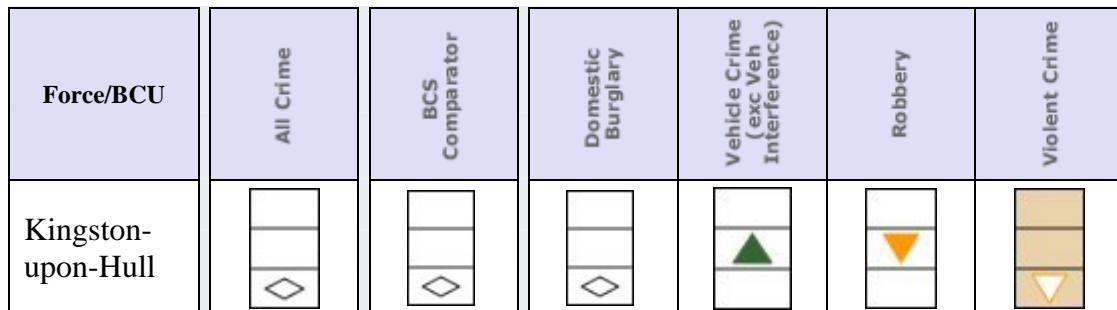
The monitoring team would like to thank the BCU Commander and all staff for their welcome and honest and forthright contributions to discussions during their visit and wish the SMT well in its pursuit of improved performance.

Chief Superintendent Robin Trounson
Chief Inspectors Tim Done and Peter Jones

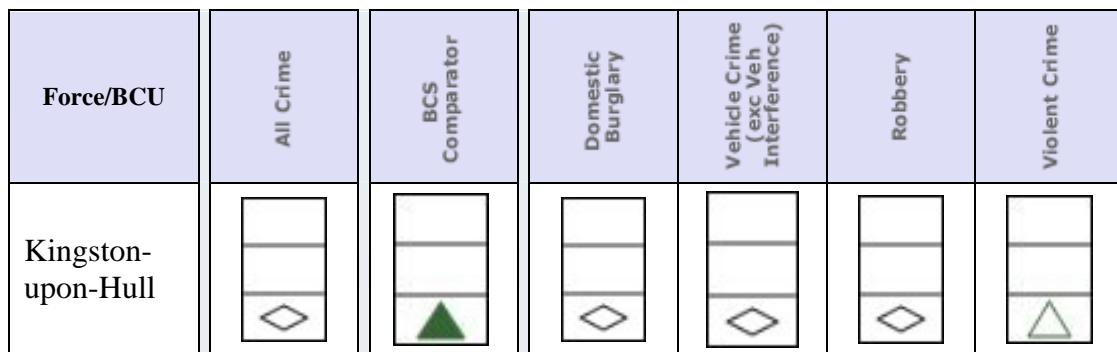
Staff Officers to HM Inspector of Constabulary

Appendix A: iQuanta charts – Up to July 2006

Force Overview Report - Humberside and BCUs Crimes Data To The End Of Jul 06

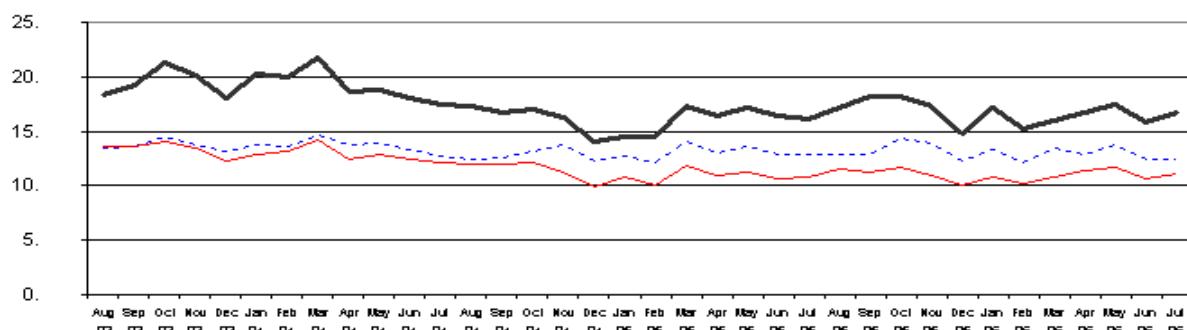


Force Overview Report - Humberside and BCUs Sanction Detections Data To The End Of Jul 06

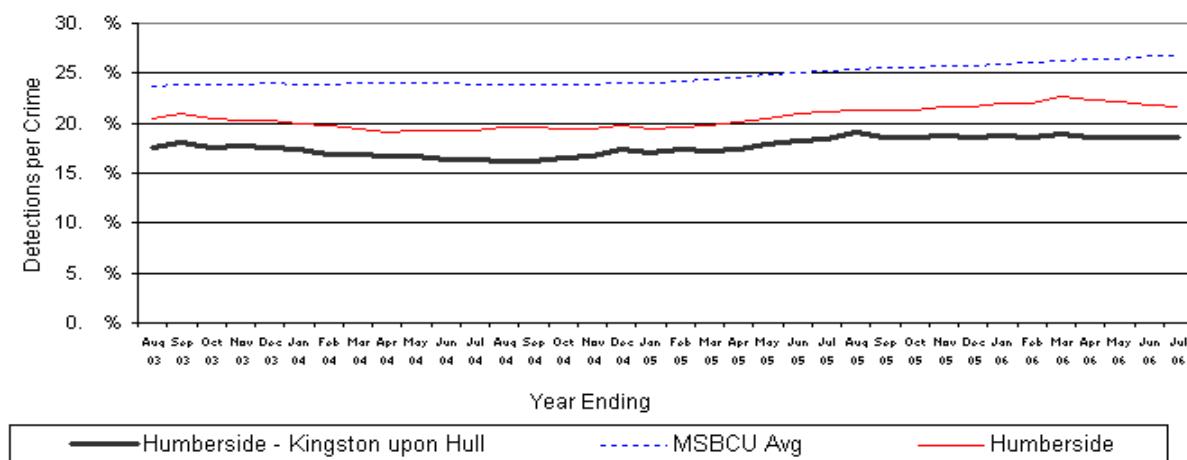


Reinspection of Kingston-upon-Hull BCU
Humberside Police

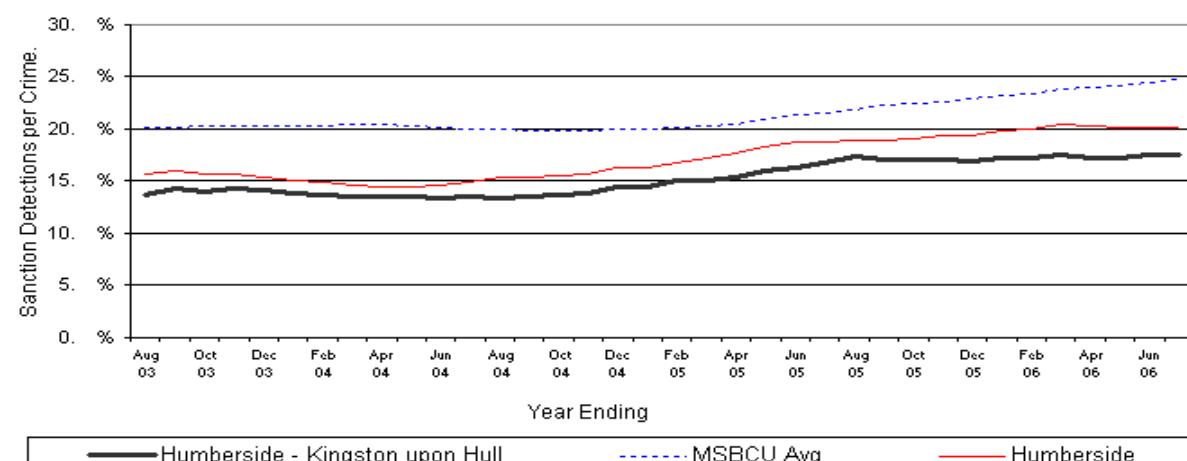
Total Crime per 1000 population



% Total Crime Detected



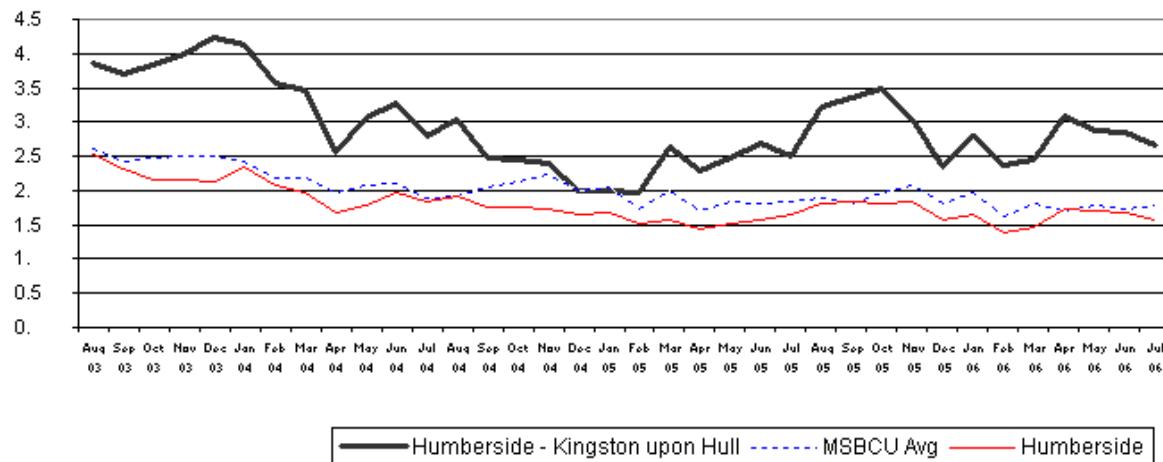
% Total Crime Sanctioned Detects



Humberside - Kingston upon Hull - All Crime - 'Most Similar' BCUs - 01 Aug 2003 - 31 Jul 2006

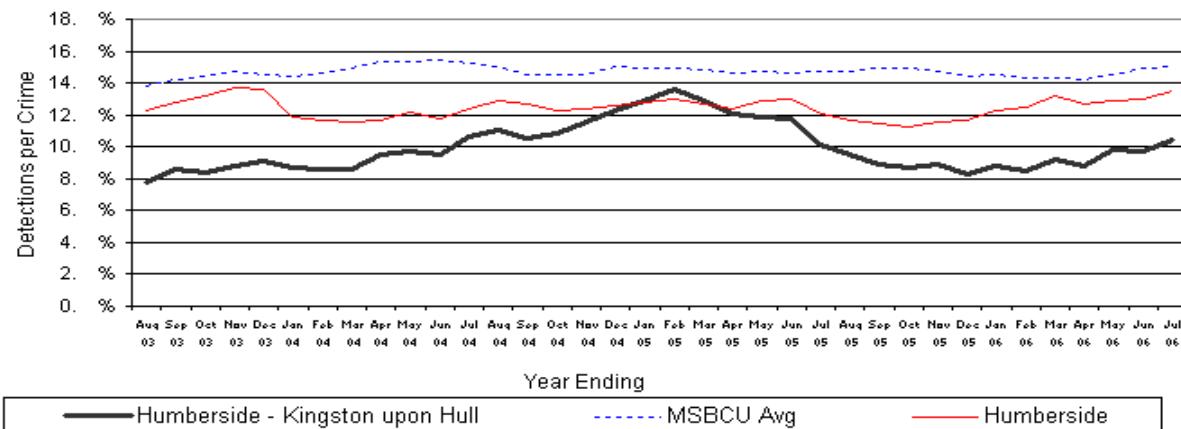
Reinspection of Kingston-upon-Hull BCU
Humberside Police

Domestic Burglary per 1000 households



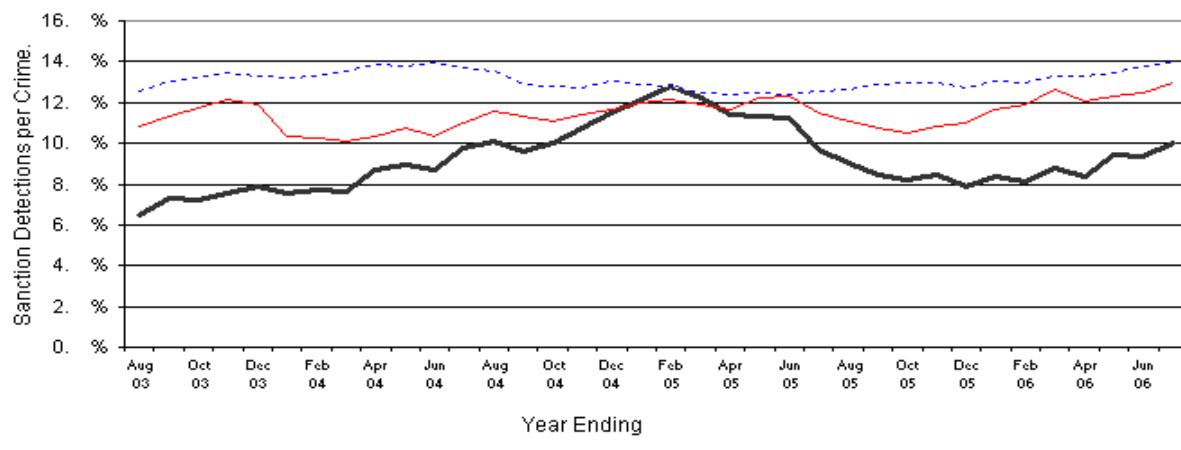
Comparison Chart - Crimes per 1000 Households Humberside - Kingston upon Hull Domestic Burglary 'Most Similar' BCUs 01 Aug 2003 - 31 Jul 2006

% Domestic Burglary Detected



Comparison Chart - Detections Per Crime Humberside - Kingston upon Hull Domestic Burglary 'Most Similar' BCUs 01 Aug 2003 - 31 Jul 2006

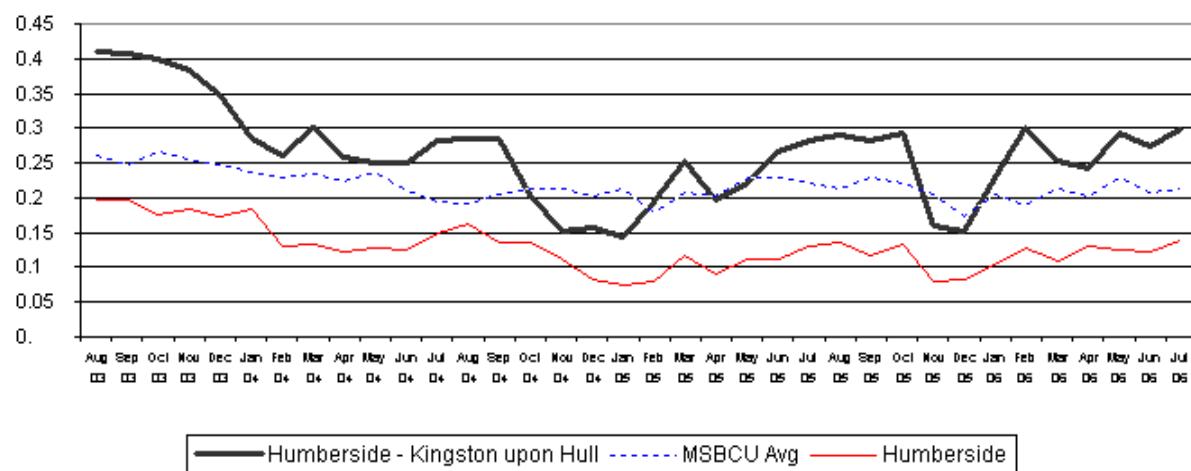
% Domestic Burglary Sanctioned Detects



Humberside - Kingston upon Hull - Domestic Burglary - 'Most Similar' BCUs - 01 Aug 2003 - 31 Jul 2006

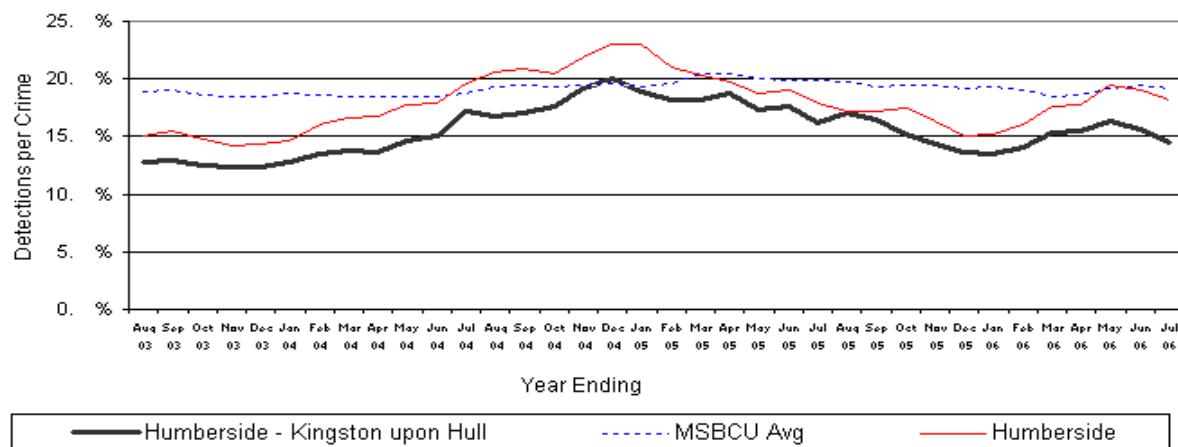
Reinspection of Kingston-upon-Hull BCU
Humberside Police

Robbery per 1000 population



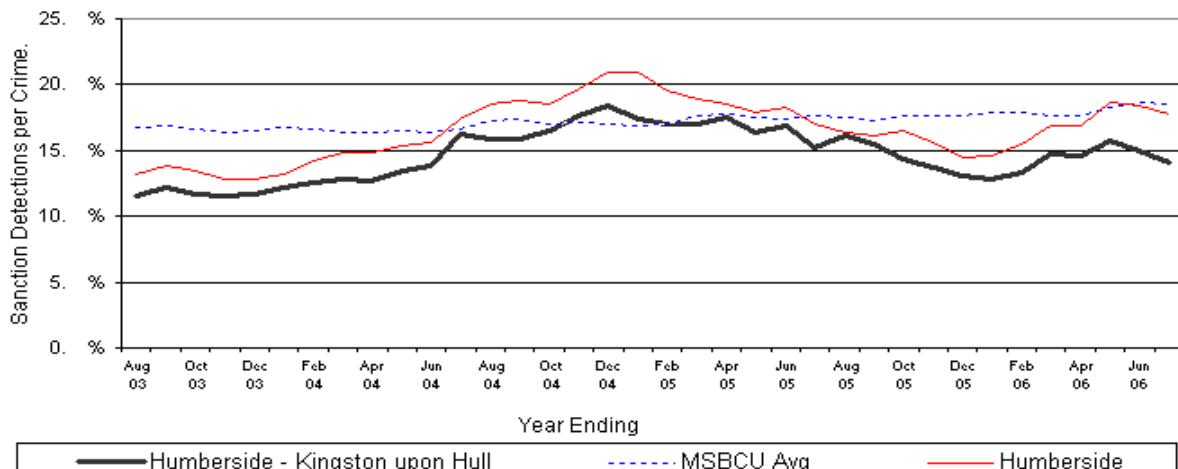
Comparison Chart - Crimes per 1000 Residents Humberside - Kingston upon Hull Robbery 'Most Similar' BCUs 01 Aug 2003 - 31 Jul 2006

% Robbery Detected



Comparison Chart - Detections Per Crime Humberside - Kingston upon Hull Robbery 'Most Similar' BCUs 01 Aug 2003 - 31 Jul 2006

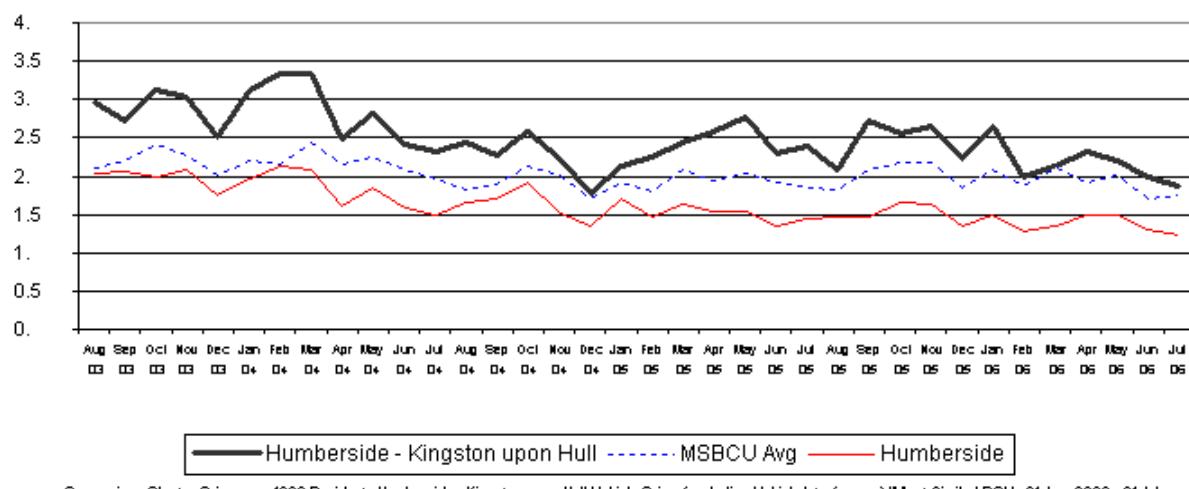
% Robbery Sanctioned Detects



Humberside - Kingston upon Hull - Robbery - 'Most Similar' BCUs - 01 Aug 2003 - 31 Jul 2006

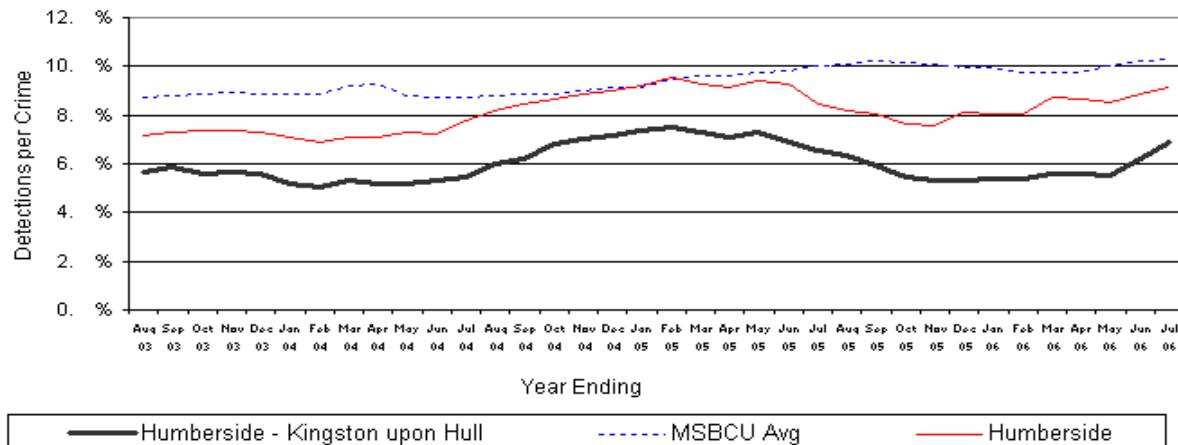
Reinspection of Kingston-upon-Hull BCU
Humberside Police

Vehicle Crime per 1000 population



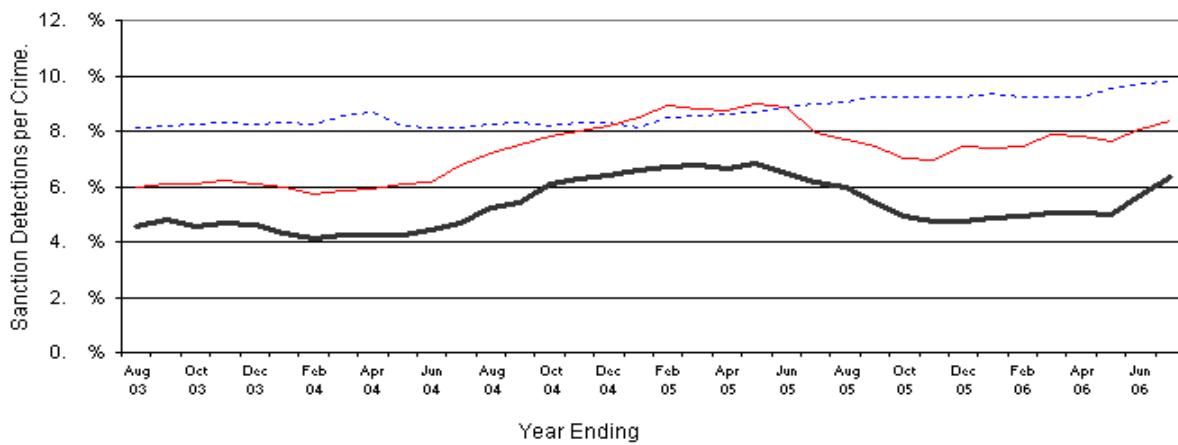
Comparison Chart - Crimes per 1000 Residents Humberside - Kingston upon Hull Vehicle Crime (excluding Vehicle Interference) 'Most Similar' BCUs 01 Aug 2003 - 31 Jul 2006

% Vehicle Crime Detected



Comparison Chart - Detections Per Crime Humberside - Kingston upon Hull Vehicle Crime (excluding Vehicle Interference) 'Most Similar' BCUs 01 Aug 2003 - 31 Jul 2006

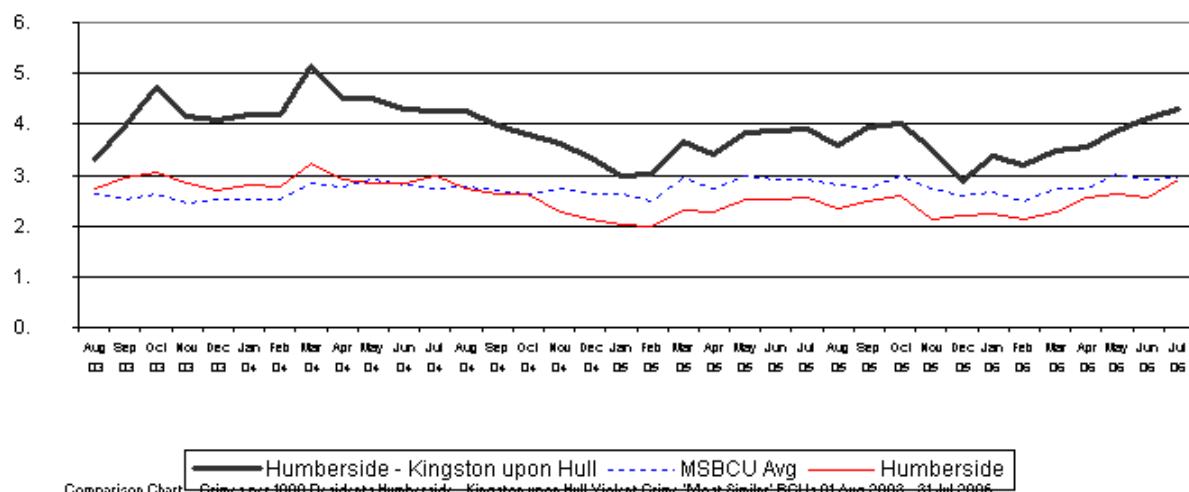
% Vehicle Crime Sanctioned Detects



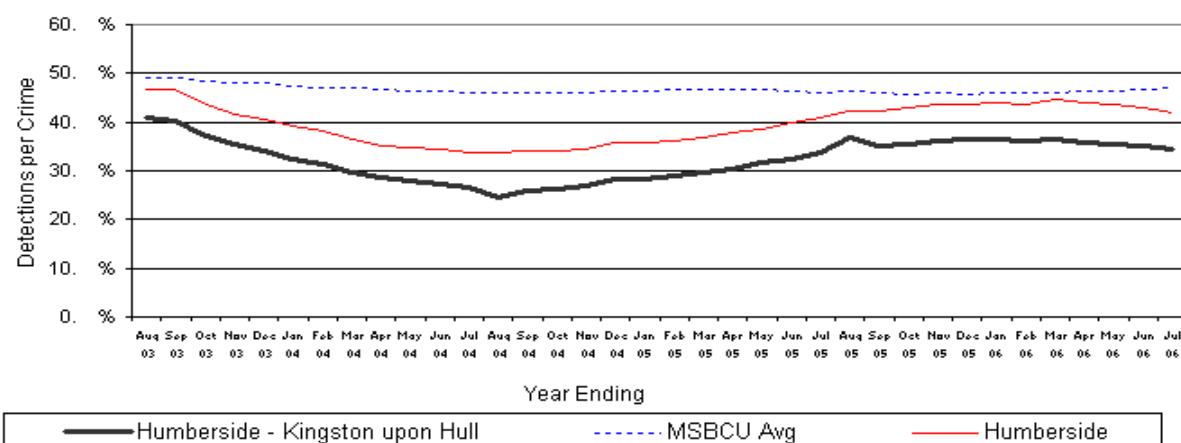
Humberside - Kingston upon Hull - Vehicle Crime (excluding Vehicle Interference) - 'Most Similar' BCUs - 01 Aug 2003 - 31 Jul 2006

Reinspection of Kingston-upon-Hull BCU
Humberside Police

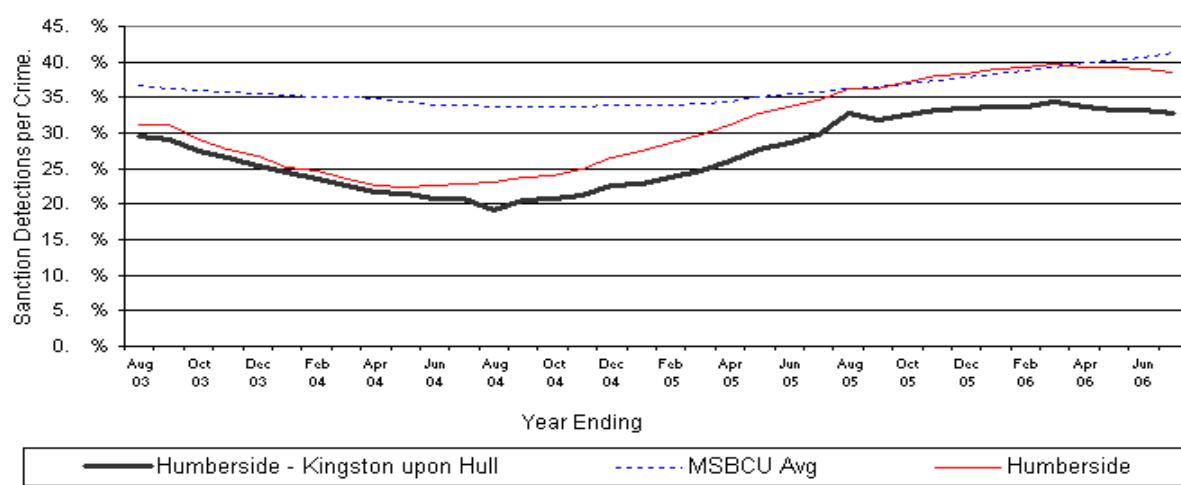
Violent Crime per 1000 population



% Violent Crime Detected



% Violent Crime Sanctioned Detects



Humberside - Kingston upon Hull - Violent Crime - 'Most Similar' BCUs - 01 Aug 2003 - 31 Jul 2006